



# **Employer Outreach Research Phase Three Survey**

**Prepared for:**

Washington State  
Department of Labor & Industries

**December 2004**

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# EXECUTIVE SUMMARY

## Purpose and Objectives

The Washington State Department of Labor & Industries wishes to facilitate the successful implementation of five high-priority initiatives it has identified as vital to improving the relationship L & I has with employers in the State of Washington. The five high-priority initiatives are:

- Returning injured workers to their jobs as quickly as possible;
- Improving the speed, fairness and quality of workers' compensation processes;
- Preventing workplace injuries and illnesses;
- Involving employers earlier and more often in L&I processes; and
- Increasing efforts to detect and eliminate fraud and abuse by workers, employers and providers.

To further this effort, L & I engaged the services of Gilmore Research Group, an independent market research company located in Seattle, Washington. The assignment was to develop and conduct research that would provide both insight and statistically projectable measurements of the attitudes and awareness of employers currently using the services of L&I in the State of Washington. The research was designed to contain three phases:

- Expert Panel Input
- Focus Group Attitude Investigation
- Telephone Survey of Washington Employers

The findings summarized in this report are from the last phase, Telephone Survey of Washington Employers. This survey, developed from the findings of the first two phases, was designed to present the employer-identified issues and reactions to the five high-priority initiatives and measure the relative importance of those issues. It was important that the measurement be a statistically sound evaluation projectable to Washington State employers. The outcome of this third phase is to provide information for development of messages to employers about the five initiatives.

## Summary and Conclusions

### Major Findings

- Almost nine out of ten employers<sup>1</sup> in the State of Washington agree that the five areas identified as ***L&I Initiatives are important***.
- The potential for ***fraud*** in the Workers' Compensation program is a ***critical issue*** for employers. It also appears to be the ***critical issue for L&I***.
  - The agency's ***overall image is least positive*** on this, the ***most important*** of the five identified initiatives.
- A strong majority of employers ***are satisfied*** with their relationship to the Department of Labor & Industries.
- However, most also indicate they would like to have ***a specific contact or team at L&I*** to handle their claims, answer questions and offer help when it is needed.
- Employers do ***not*** currently feel overwhelmed by communications from L&I. There are ample opportunities where the department can and should be in contact with them.
  - Many would like to see ***more information*** available on the L&I ***website***.
  - ***Regular mail*** is a very acceptable method of contact to reach a wider range of employers.
- Segments of L&I's employer base that would be a valuable group to target are employers who are bound by ***common experience and/or attitudes*** rather than by business characteristics. Employers in this segment are most alike in their level of overall dissatisfaction with L&I (very or somewhat dissatisfied.)
- Even without the possibility of a direct communication channel to this targeted segment of dissatisfied employers, L&I can reach these important employers (and others) with messages on the ***topics that are of most interest*** to them.

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<sup>1</sup> Employers with at least 4 employees

## Target Employer Segments

- Two employer segments emerged from the analysis as exhibiting important differences in their perceptions of and experience with L&I. These were **high risk employers** and **employers who are not satisfied** with L&I.
- While the **High Risk employers can be easily identified** through characteristics available in the L&I files, the **Not Satisfied employers cannot** be easily identified by any particular business characteristics.
  - They are found across all organization sizes and industry types around the state.
  - They do report more claims, on average, and are more likely to use a third party administrator – similar to the High Risk employer group.
  - However, *only one-quarter* of the Not Satisfied employer segment is classified as **High Risk**.
- Employers who have been identified as **Not Satisfied** are defined first as those who report they are either “somewhat or very unsatisfied” with the department. They are also employers who ...
  - ...are more likely to think they have been involved in a **fraudulent workers’ comp claim**
  - ...place **more importance** on L&I **reducing fraud and abuse** in that program
  - ...are **less likely** to perceive their Workers’ Comp **rates as “reasonable”**
  - ... are more **frustrated trying to reach someone** at L&I
  - ... complain that they receive **inconsistent information** from different people at the department
  - ...have more experience providing **return-to-work support** for employees but **less experience** with L&I’s help in those activities
- Many of the findings describing this employer segment also reflect comments heard in the earlier focus groups that were conducted as Phase Two of this project. In truth, these findings also sound strikingly familiar to common complaints heard from a small but loud group of employers about their less positive experiences with Labor & Industries.

## L&I Initiatives

- The five major initiatives identified earlier by the Department of Labor and Industries as those areas for attention and improvement were also investigated in this survey. Employers' perceptions of the *importance* and *current performance levels* of L&I in each area were collected.
- All five *initiatives are considered important* by employers.
  - Among all audiences or employer segments, the initiative which is considered to be most critical for L&I is to *reduce fraud and abuse in Workers' Compensation*.
  - Second in order of importance, employers of all kinds feel L&I must help *return injured employees to work as quickly as possible*.
  - Employers are more likely to consider the other three initiatives as either "very or somewhat important."
- Employers' assessment of L&I's *current performance* in these important areas, however, is *not as positive*.
- Quadrant analysis (perceptual maps) shows areas of commonality and difference within the attitudes of L&I's employer base.
  - *Reducing fraud and abuse in Workers' Comp* is rated the *highest in importance* and ranks the *lowest in L&I performance* among all employer segments.
  - *Efforts to return injured employees to work* is also important to all segments – High Risk employers think L&I is doing a much better job at it than those who are Not Satisfied with the department.
  - For the target segment of *Not Satisfied* employers, L&I would do well to also concentrate on *improving communications* (making it easier for them to reach someone at L&I, improving the consistency of information provided by staff) and *improving processes* in Workers' Comp (increasing the efficiency of handling claims.)

## L&I Services

- Most employers know about several of the services measured in this survey, but other services are not particularly well known and only one service has been used by as many as half of the employers over the past two years.

- Awareness and Use of L&I Services

<u>Service</u>	<u>Aware</u>	<u>Have used, past two years</u>
Workplace inspection or audit	82%	25%
Return to work program	80	22
Safety information or consultation	71	49
Provides licenses and permits	60	16
Workshops and seminars	48	14
Videos and other materials for training employees	33	14

- High Risk employers are more aware of all these services and also more likely to have used each service. Not Satisfied employers are more likely to have used several of these services—licenses/permits, inspections and return to work.

A majority of all employers (61%) has filed at least one workers' comp claim in the past two years and many (49%) have had communications from L&I about a claim. Fewer have called L&I themselves about a claim (37%). A greater proportion of High Risk employers reported having this type of claim activity. Not Satisfied employers also had more claims than average, and were far more likely to call L&I about claims themselves.

While not all employers require all of L&I services, it appears that there is a ***generally low level of awareness***, particularly for those services that can help people better manage their risk-associated costs. Safety information and consultation is well known and is the most highly used, but there are still close to three in ten employers not aware of this service and only about half have recently taken advantage of what it has to offer. The other service that is inexpensive and easy to use—videos and material library—is unknown to two-thirds of the employer base.

The barrier to using these services is the ***lack of knowledge*** that they exist and what they can do for the employer. For example, all employers can make use of both the safety information/consultation and the lending library services, and some would undoubtedly see increased efficiency because of what they learn. This appears to be a good marketing and communications opportunity.

## Communications

- Employers are **generally aware** of some type of L&I newsletter. Few, however, can name the title or content of the publication(s) they see. The most frequent mention, by far, is that they see the one that comes with the **premium notice**.
- Just over half of the respondents indicated they have **personal contact** with L&I staff, and over two in five use the L&I website.
- Over half also report that they receive information from **industry sources**, either a trade association or from other industry contacts. This is one source that the Not Satisfied employers report using almost as much as newsletters.
- The High Risk employers also use newsletters, but also rely on personal contact, industry sources and the website.
- **Regular mail is preferred** two to one over e-mail when employers are asked to state a preference for communication mode. The website is a distant third choice. E-mail preference is stronger among medium and large employers and among those who are decision makers in their organizations.
- The **top executive level is involved** with L&I decisions in over three out of four organizations. General Manager or top operations people are involved in decisions in 34% of the organizations.

The newsletters play an important function for **keeping employers informed and connected to L&I**. It is likely that premiums get the most attention in the quarterly mailings, however, rather than content on other L&I news or services. No one newsletter will appeal to all, but it is clear that the current ones do not have high recall, suggesting they also do not have high usage, overall. This does not indicate, however, that L&I's specifically targeted special-topic newsletters are not useful to the more narrow audiences to which they are directed.

When drafting and targeting communications of any type, it should be remembered that the top executive or operations person is the sole or shared decision-maker in a high proportion of companies. Messages that relate to how worker safety **can help the bottom line** should be of interest to these people, as will any stories related to how fraud is being investigated by L&I.

People still prefer regular mail, but the use of e-mail and the website will continue to increase as younger people come into decision-making positions.

Half of these employers report having personal contact with L&I staff. This is a key reason why it is important that all L&I staff have a **consistent message** and understanding of what L&I is trying to do for Washington employers.



Because the **trade associations** are a major information source for some of the employers, and because the Not Satisfied employers are even more likely to look to these associations for information, it is very important for L&I to maintain good relations and a free flow of information between the agency and these associations. Bad experiences are likely told and retold in these industry circles, making it a challenge for L&I to provide factual and salient information to help counter the negative anecdotes.

## Recommendations

- Reinforce with L&I staff that a **strong majority of employers are satisfied** with L&I and the services provided. It is a small, but vocal minority that is not satisfied and staff needs to be prepared to meet the needs of these employers.
- Continue to consider the **“one contact” system for handling claims and questions**. This will create relationships for problem solving. Employers welcome this concept.
- Continue to tell the story of the **five L&I initiatives**. Employers agree that these are important. Change the order of the initiatives in all materials to **feature “Reduce fraud and abuse in Workers’ Comp” most prominently**. This will help capture the interest in and acceptance of the initiatives among employers in general.
- It is vital that L&I staff imparts the **same message** to all Washington employers. Assure that in-house training includes a basic overview of what management wants each L&I employee to know about customer service and agency vision.
- Include the **website address** on all written and e-mailed material sent to employers. The address might be accompanied by a tagline such as “Looking for answers? Try the L&I website, [www.lni.wa.gov](http://www.lni.wa.gov)”
- Develop **communication** that is written specifically for the **top organizational executives**. Make it short, strong on “visionary” or “big picture” concepts and add tips on how improved safety and L&I services can have a positive impact on their bottom line. Consider going **outside of the “internal communication” channel** for this – partner with a media channel such as CEO Magazine, any of the Business Journals in major Washington communities, or service organizations such as Rotary to better gain the attention of these busy executives.

- Communicate *specifics about Return to Work* programs so that those who are not aware can better understand how L&I can assist in getting injured workers back in productive positions. All employers, especially those who are Not Satisfied with L&I, need to know they can benefit by saving money through this program.
- *Other topics* that emerged in the second phase of this research that are likely to be of interest to a wide range of employers and particularly dissatisfied employers can also be considered for communication pieces: 1) Show where the L&I funds come from and where they go; 2) Remind that employees pay a share of the L&I premium; 3) Document the credentials of L&I's medical examiners.
- Create an *open forum with key industry associations* to better understand what misinformation surfaces and how it can be corrected and counteracted. The L&I point person for an association should be highly credible and knowledgeable about the industry involved.

The Department of Labor and Industries is a diverse state agency that provides an important service to Washington employees and employers. The value of listening to constituent opinion is in determining concrete steps that can be taken to improve relationships and advance the L&I mission.

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## DETAILED FINDINGS

### Methodology

This third phase was conducted as a telephone survey of randomly selected Washington State employers. The population for this study was defined as any employer in Washington State with four or more employees.

Gilmore Research Group designed the questionnaire which can be found in the Appendix of this report. Before actual fielding, the questionnaire was pre-tested for clarity of questions, length, and overall direction. Revisions were then made and actual fielding began on October 20, 2004 and ended on November 16, 2004. A total of 802 interviews were completed from Gilmore's telephone interviewing facility in Bremerton, Washington. Average length of the interview was 14.4 minutes.

The sample was stratified in order to allow for statistically reliable analysis of sub-groupings of employer type. Stratification was done by employer size (FTE), and risk rating (defined by L & I as high, medium, and low). The survey results were weighted to reflect the actual population of Washington State employers with 4+ employees. Stratification and weighting calculations appear in the Appendix.

Once respondents qualified to participate in the survey, they were screened to determine their role in decision-making with regard to L&I matters. It was important to ensure survey participation from primary company decision-makers as well as those with day-to-day responsibilities for L & I contact.

The findings of this study are projectable to all Washington State employers with 4+ employees within the October to November, 2004 time frame. The margin of error at a 95% confidence level is  $\pm 3.4\%$  for the sample of 802 employers.

The overall completion rate was 56%, and even somewhat higher (61%) for employers with 50+ employees.

## Identifying the L&I Employer Base and Key Segments

### *Identification of Key Segments*

In order to better understand employer needs and barriers in relation to L&I services, analysis was conducted on a number of selected segments of the final 802 respondents. Some of the segments were based on employer characteristics in the L&I files and others were segments formed on the basis of answers to survey questions. These were the segments that were analyzed:

- Risk rating, based on L&I identification: High, Medium, Low
- Company size, based on FTE: Small (4-9), Medium (10-49), Large (50+)
- Industry, based on SIC code
- Region of state, based on L&I regions
- Type of decision-maker answering the survey: Person who is the primary decision-maker or shares in decisions regarding decisions impacting L&I rates, or person who has day-to-day contact with L&I but does not make decisions
- Respondent's overall satisfaction with L&I: Very satisfied, Somewhat satisfied, Somewhat dissatisfied, Very dissatisfied
- Length of time respondent has had experience with L&I: Less than 10 years, 10-19 years, and 20+ years
- Use of third-party administrator: Yes, No
- Number of claims in past two years: None, One, 2-9, 10+
- Number of fines in past two years: None, One or more

Analysis of responses by each of these segments revealed that most of the differences occurred among the Risk segments and between the two segments that were and were not satisfied with L&I. While this was not a survey of satisfaction, one question about overall satisfaction with L&I was asked for the purpose of providing a point of analysis. Using these identified segments, patterns of difference became apparent when compared to the average across all employers. Profiles of these segments are shown in the next section.

## ***L&I Employer Segment Profiles***

A profile of the total respondent base is shown in Table 1A. Most of these employers are small organizations and fall into the medium or low risk segments. About one in five uses a third party administrator, over one in three had no workers' compensation claims within the past two years, and the vast majority has had no fines within the past two years. Service industries make up most of the employer base, followed by retail and construction. Every region of the state is about equally represented except for the Seattle area, which has a higher concentration of employers.

Notable differences among the segments are:

- Because Risk Rating is related to type of industry, it is no surprise that Construction and Transportation/Communication employers fall primarily in the high risk segment and Services and Finance in the low risk. Due to the nature of being high risk, it is also no surprise that high risk employers have had more claims and fines than the other two risk classes.
- Most of the decision makers interviewed were in medium risk organizations, while the respondents who have L&I contact but no decision responsibility were more likely to be in low risk and Service industry organizations.
- Decision makers are more likely than non decision makers to use a third party administrator.

**Table 1A**  
**Profile of Key Segments by Risk Rating and Decision-Maker**

Employer Description	Total	-----Risk Rating **-----			Responsibility on L&I Decisions	
		High Risk Rating	Medium Risk Rating	Low Risk Rating	Sole/Shared Decision Maker	Role, but not Decision
<b>(Base)</b>	<b>(802)</b>	<b>(132)</b>	<b>(364)</b>	<b>(306)</b>	<b>(592)</b>	<b>(210)</b>
Percentage of Employer Base *	100%	17%	45%	38%	74%	26%
Risk Rating **						
High	17%	100%			17%	15%
Medium	45		100%		49	36
Low	38			100%	34	49
Company Size						
Small (4-9 FTE)	73%	74%	71%	76%	73%	73%
Medium (10-49)	22	23	24	20	23	19
Large (50+)	5	3	6	4	4	8
Use a Third Party Administrator	18%	33%	20%	9%	20%	13%
Number of Claims, Past Two Years						
None	37%	20%	29%	55%	37%	39%
One	22	18	23	23	22	23
2-9	31	49	36	17	32	27
10+	10	13	12	5	9	10
Number of Fines, Past Two Years						
None	93%	82%	94%	98%	93%	93%
One or more	7	18	6	2	7	7
Industry						
Ag/Forest/Fisheries	8%	1%	17%	0%	9%	4%
Construction	14	82	0	0	14	13
Finance/Ins/Real Estate	4	0	0	11	4	4
Manufacturing	7	0	17	0	8	8
Retail	19	0	42	0	20	16
Services	37	0	10	86	34	47
Transport/Communication	4	16	0	3	4	2
Wholesale	7	0	15	0	7	6
Region of State						
Northwest	16%	18%	16%	16%	15%	19%
Seattle Area	29	32	24	33	26	36
Tacoma/Olympic Penn.	15	13	13	18	17	9
Southwest	16	14	18	14	16	14
Central	15	13	20	9	15	12
Eastern	10	9	10	11	10	10
<b>Question 3:</b> What level of responsibility do you have regarding decisions in your company that relates to your company's L&I rating. NOTE: All other data come from L&I files. (May not add to 100% due to rounding.) * Employers with 4 or more FTEs ** As defined by Labor & Industries						

As seen in Table 1B, there is very little difference between the segments that describe themselves as very or somewhat satisfied with L&I.

- Those who are very or somewhat dissatisfied, however, are more likely in the high risk category and to have had ten or more claims in the past two years. They are more apt to use a third party administrator, although they are not any more likely than the satisfied segment to be a large company.
- While the dissatisfied segment is found across all industries and regions of the state, it does fall into Construction and the Central region of the state more often than the very satisfied segment.

There are few surprises in the company size segments:

- Medium and large size organizations are more likely to use third party administrators and experience more claims and fines.
- Small companies are far more likely to have had no claims in the past two years and to be in the Service industry.
- Along with medium size organizations, small companies also appear more frequently than large companies in the Construction industry and in the Tacoma/Olympic Peninsula and Eastern regions of the state.

**Table 1B**  
**Profile of Key Segments by Overall Satisfaction and Company Size**

Employer Description	-----Overall Satisfaction with L&I-----			-----Company Size-----		
	Very Satisfied	Somewhat Satisfied	Not Satisfied***	Small 4-9 FTE	Medium 10-49 FTE	Large 50+ FTE
<b>(Base)</b>	<b>(255)</b>	<b>(357)</b>	<b>(190)</b>	<b>(586)</b>	<b>(178)</b>	<b>(37) +</b>
Percentage of Employer Base *	32%	44%	24%	73%	22%	5%
Risk Rating **						
High	12%	16%	23%	17%	17%	10%
Medium	48	46	40	44	49	55
Low	40	38	37	40	34	35
Company Size						
Small (4-9 FTE)	78%	71%	71%	100%		
Medium (10-49)	18	25	23		100%	
Large (50+)	4	4	6			100%
Use a Third Party Administrator	13%	16%	28%	12%	34%	46%
Number of Claims, Past Two Years						
None	43%	36%	32%	47%	14%	0%
One	23	23	20	27	10	3
2-9	26	33	33	26	52	18
10+	8	8	15	1	24	79
Number of Fines, Past Two Years						
None	94%	94%	91%	96%	88%	80%
One or more	6	6	9	4	12	10
Industry						
Ag/Forest/Fisheries	8%	8%	8%	9%	5%	6%
Construction	9	13	20	14	14	6
Finance/Ins/Real Estate	4	5	4	4	6	3
Manufacturing	8	8	6	5	14	9
Retail	24	19	13	19	19	23
Services	39	37	36	41	27	35
Transport/Communication	3	4	5	3	5	4
Wholesale	6	6	9	6	9	15
Region of State						
Northwest	22%	13%	15%	17%	12%	28%
Seattle Area	30	30	26	27	34	37
Tacoma/Olympic Penn.	14	15	14	15	17	4
Southwest	17	14	16	16	16	13
Central	9	17	17	15	12	15
Eastern	7	11	12	11	8	3
<b>Question 6:</b> Overall, how would you rate your satisfaction with L&I? NOTE: All other data come from L&I files. (May not add to 100% due to rounding.) * Employers with 4 or more FTEs ** As defined by Labor & Industries ***Includes "Don't Know / Refused which equals 6%. + Small cell size; interpret with caution						

Based on analysis of all the possible segments, two were selected for in-depth review throughout all of the survey data—High Risk segment and Not Satisfied segment. In most of the remainder of these findings, these two segments are shown and discussed to demonstrate how they differ from the total, or the “average” employer.



## Overall Satisfaction with L&I

By and large, **most employers are satisfied** with the relationship they have with Labor & Industries. Three out of four (76%) describe themselves as “very” or “somewhat satisfied.” Approximately one employer in six indicates some level of dissatisfaction with the department (18%). Because this is a group of employers who, like those in the High Risk category, are more likely to report experience with more than 10 worker’s comp claims in the past two years, one might suspect that these are the same employers.

However, the cross-over between High Risk and Not Satisfied employers is actually only approximately one in four – 23% of employers who are dissatisfied with L&I to some degree are in High Risk classifications. Assuming that the employers who need attention are simply those in the High Risk category misses almost three out of four employers who have some kind of complaint with the agency.

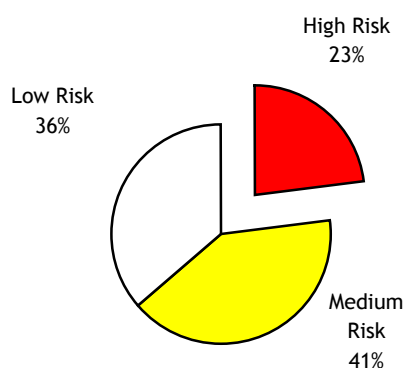
**Table 2**  
**Overall Satisfaction with L&I**  
All Employers

(Base)	Total (802)
Satisfied (NET)	(76%)
Very Satisfied	32
Somewhat Satisfied	44
Dissatisfied (NET)	(18%)
Somewhat Dissatisfied	13
Very Dissatisfied	5
Don't Know / Refused	(6%)

**Question 6:** Overall, how would you rate your satisfaction with L&I? Would you say ....

**Figure 1**  
**Employer Segment Cross Over**  
Risk Categories Within “Not Satisfied” Segment

(Base = 190)



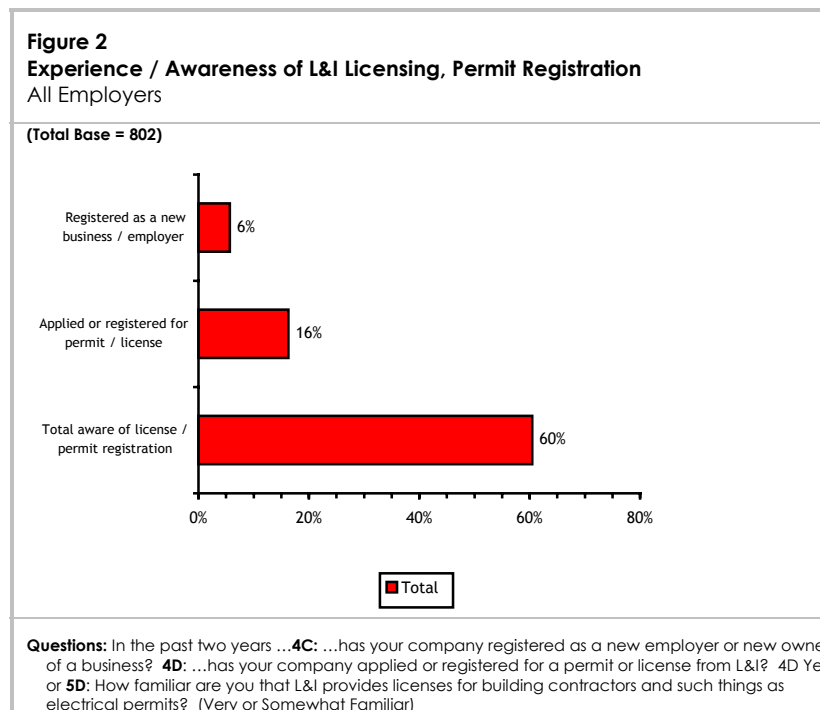
Identification of Risk Class is determined from L&I records.

Further analysis of data from these segments indicates that this is a group of employers that is **bound more by common experience and / or attitude** than by business characteristics. In attempting to improve employer attitudes about L&I, it will be important to understand the specific assumptions, perceptions and experiences these “clients” exhibit.

## Awareness / Experience<sup>2</sup> with L&I

### Licensing and Registrations

Only a few of the employers interviewed had personally experienced registering with the Department of Labor & Industries as a new business or new employer in the previous two years (6%). A larger number of employers (not surprisingly in specific industries such as the construction trades) interacted with L&I during that time due to the need for specific permits and licenses (16%). And although only a small proportion of the Washington State employer base has actually gone through the process of permit or license registration with L&I, approximately three out of five are aware that the agency plays that role (60%).

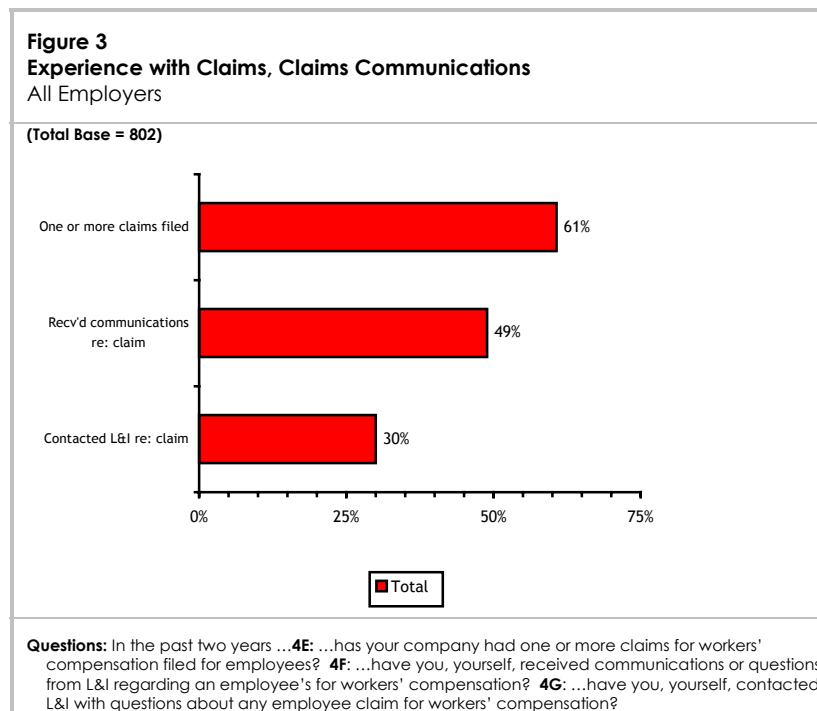


<sup>2</sup> In the past two years.

## Claims Experience

In the past two years, approximately three Washington State employers in five have had experience with at least one claim for workers' compensation (61%). Reflecting the expected pattern, a large number of those employers are in industries which are classified as High Risk.

In that time, almost half of the employers interviewed in this survey (49%) had personally received some sort of communication from L&I regarding a claim for worker's comp and nearly one third (30%) had themselves contacted the agency about such a claim.



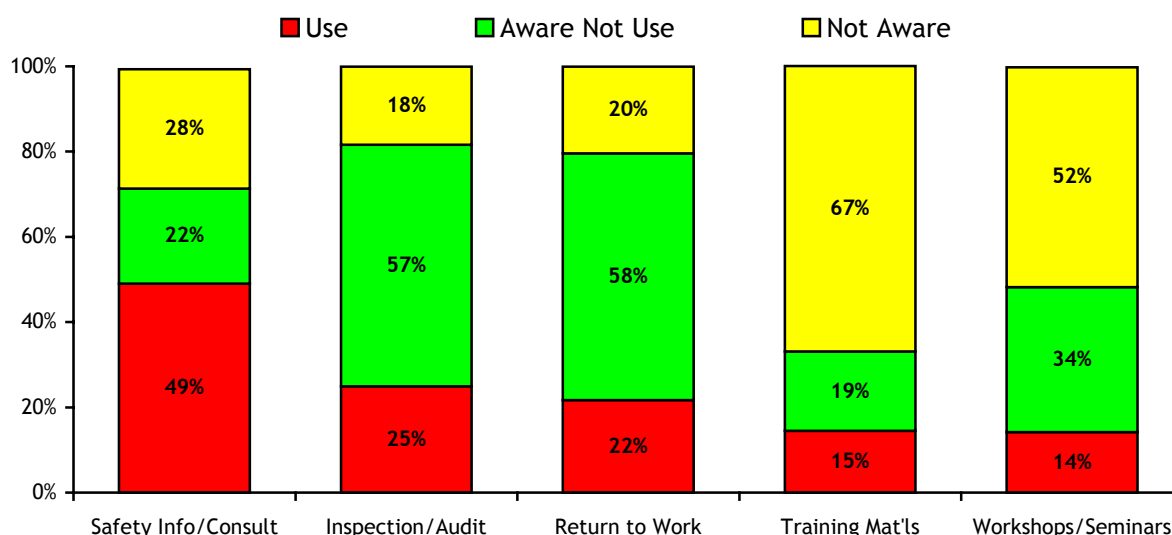
## Experience with Consultation Services

Of the various services available from the agency, the largest proportion of employers have experience with receiving **safety information or consultations** (49%). Other employers are approximately equally divided between those are aware of the service who did not have any such experience (22%) and those who are not aware that L&I provides safety information and consulting (28%).

Awareness of **audits and inspections** from L&I is actually higher (only 18% are unaware) than for safety consultations but experience with them is lower (only 25% of the employers report experiencing an audit or inspection in the previous two years.) Awareness and experience with **Return to Work** programs is at similar levels – 22% have had L&I help them with such programs in the past, a little over half do not have experience but know of the programs and approximately one in five (20%) are unaware.

**Figure 4**  
**Awareness and Use of Specific L&I Programs and Services**  
All Employers

(Base = 802)



**Question 4:** In the past two years, ... **4I:** ...has your company received either safety information or consultations from L&I? **4J:** ...has anyone in your company attended one or more workshops or seminars from L&I? **4K:** ... has your company had an L&I inspection or audit at your workplace? **4L:** has your company had L&I occupational therapy, vocational or return to work services for your employees? **4M:** has your company used any videos or other L&I materials for training your employees? **Question 5:** How aware are you ... **5I:** ...that L&I provides no-cost safety consultations for companies? **5J:** ...with L&I's workshops or seminars? **5K:** ...that L&I conducts safety inspections as well as audits of worker records? **5L:** ...that L&I has a return-to-work program for employers who have workers out due to a workplace injury? **5M:** ... (familiar) with L&I's lending library of videos and other materials for training your employees?

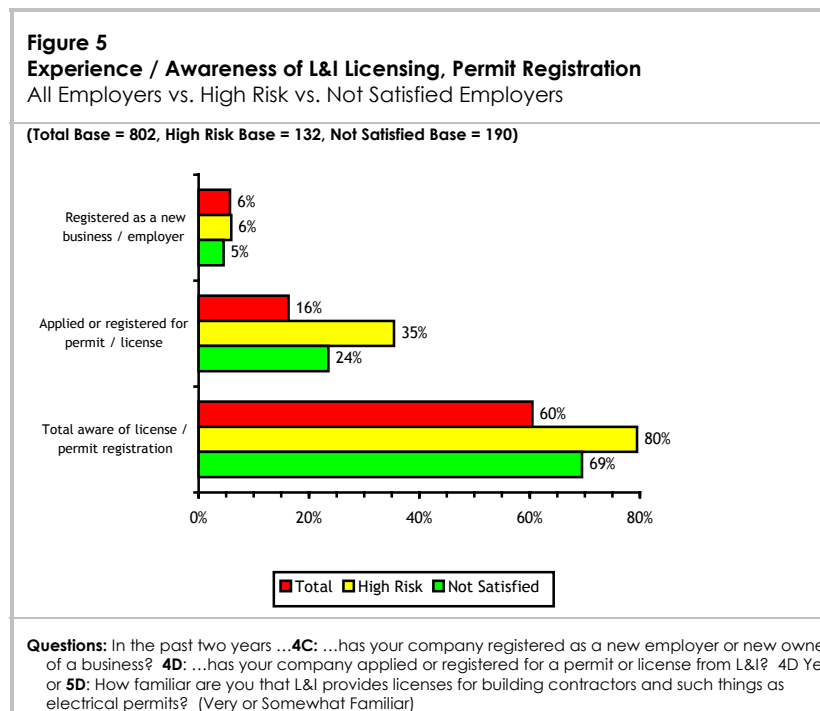
Employers are somewhat less knowledgeable about training and training materials available from L&I. Only one in seven (15%) reported using **videos or other training materials** or having someone from their company attend an **L&I workshop or seminar** (14%). Approximately two out of three employers claim no knowledge of the training materials (67%) while half (52%) were not aware that the agency provides seminars and workshops for them.

## Awareness and Experience Among Key Segments

### Licensing & Permit Registrations

Given the nature of the industries classified as High Risk by L&I, it would be expected that such employers might be more aware and knowledgeable about the agency and the processes and services it provides. This is particularly true in terms of awareness and experience with the **licensing and permit registrations**. Because many of the employers in this risk classification are in the building trades, it is hardly surprising that four out of five (80%) know of the permit and registration process and, as a group, are twice as likely to have experienced the process as the average employer (35% compared to 16% among all employers.).

Showing the limited amount of cross-over between a High Risk and Not Satisfied classifications, levels of awareness and experience with permits and licensing for the less satisfied group of employers appears closer to the all employer average than those in higher risk categories.



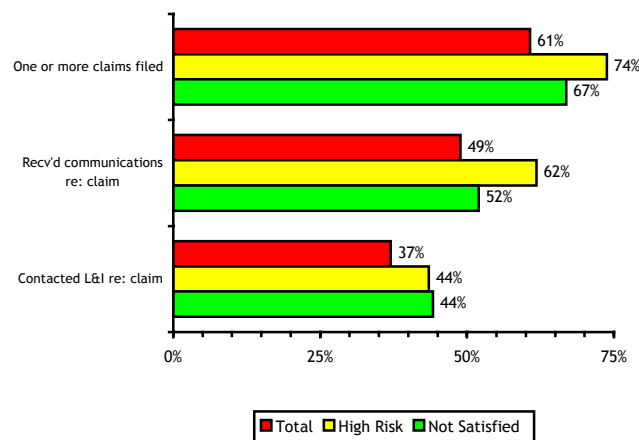
## Claims Experience

By the definition of their risk classification, High Risk employers also have the most experience with ***claims for Worker's Compensation***. Three out of four have had at least one claim filed in the past two years (74%), while three out of five (62%) have received ***communication from L&I*** about a claim in that time.

Interestingly, Not Satisfied employers are less likely to have had a claim filed than those in the high risk category (67% vs. 74%) or to have been contacted by the agency about such claims (52% vs. 62%). They are just as likely, however, to have ***contacted L&I themselves*** as did the High Risk employers (44%).

**Figure 6**  
**Experience with Claims, Claims Communications**  
All Employers vs. High Risk vs. Not Satisfied Employers

(Total Base = 802, High Risk Base = 132, Not Satisfied Base = 190)



**Questions:** In the past two years ...**4E:** ...has your company had one or more claims for workers' compensation filed for employees? **4F:** ...have you, yourself, received communications or questions from L&I regarding an employee's for workers' compensation? **4G:** ...have you, yourself, contacted L&I with questions about any employee claim for workers' compensation?

### Safety Information, Consultations

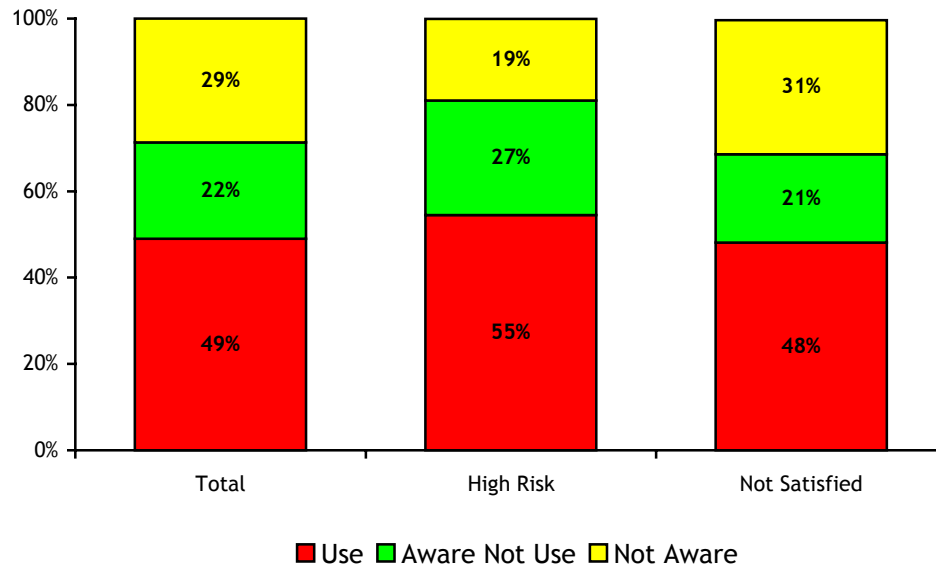
In general, the pattern of more familiarity and experience among High Risk employers holds true for the use of **safety information and consultations**. While employers with a less positive attitude toward the department reflect the total population in terms of use and awareness, High Risk employers appear to make better use of such services and information.

**Figure 7**

**Awareness and Use of Safety Information and Consultations**

All Employers vs. High Risk Employers vs. Not Satisfied Employers

(Total Base = 802, High Risk Base = 132, Not Satisfied Base = 190)



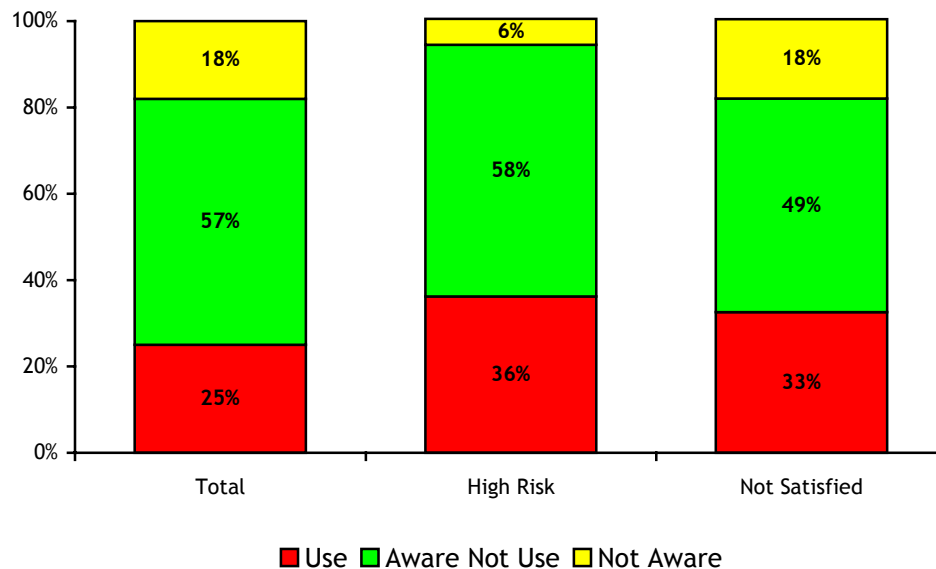
**Question 41:** In the past two years, has your company received either safety information or consultation from L&I? **51:** How aware are you that L&I provides no-cost safety consultations for companies? (Aware = Very + Somewhat, Not Aware = Not Aware + Don't Know)

### Inspections and Audits

High Risk employers are very well aware of the potential for *inspections and audits* from L&I. In fact, less than one in ten (6%) do not claim to know of such activities. While approximately one employer in four report having had audits or inspections (25%), both those identified as High Risk and those with a less positive attitude about L&I are more likely to have experienced such visits (36% and 33% respectively.)

**Figure 8**  
**Awareness and Experience with L&I Inspections or Audits**  
 All Employers vs. High Risk Employers vs. Not Satisfied Employers

(Total Base = 802, High Risk Base = 132, Not Satisfied Base = 190)



**Question 4K:** In the past two years, has your company had an L&I inspection or audit at your workplace? **5K:** How aware are you that L&I conducts safety inspections as well as audits of worker records? (Aware = Very + Somewhat, Not Aware = Not Aware + Don't Know)



### "Return to Work" Program

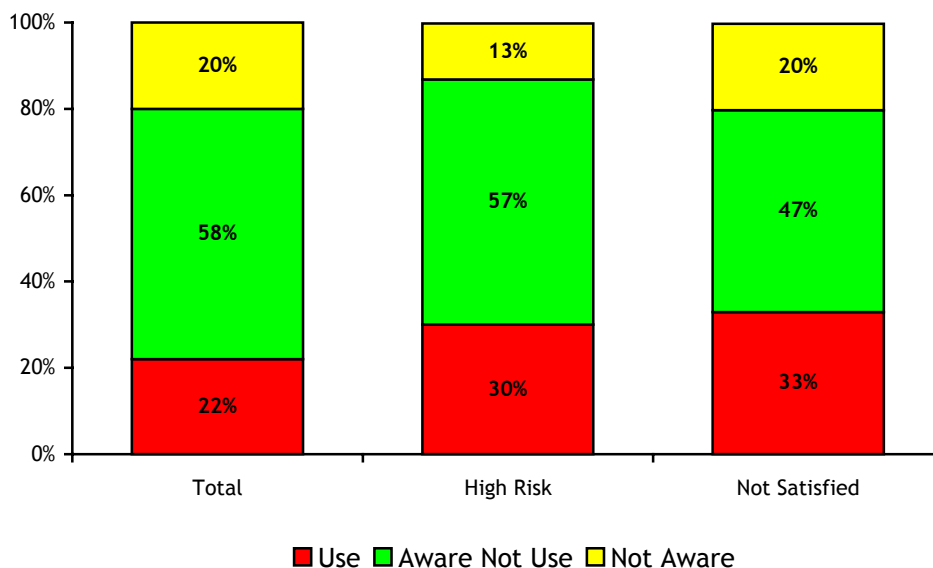
Overall, one employer in five (22%) reports that in the past two years, L&I provided *occupational therapy or vocational / return to work services* for their employees. Both High Risk (30%) and Not Satisfied (33%) employers are more likely to have used such services. It is interesting to note, both of these segments of employers are also more likely to have needed to provide such services. In later questioning, more than half (52% of Not Satisfied and 53% of High Risk) indicated they needed to provide such services for an injured employee. This compares with 40% in the overall sample.

**Figure 9**

**Awareness and Experience with Return to Work Services**

All Employers vs. High Risk Employers vs. Not Satisfied Employers

(Total Base = 802, High Risk Base = 132, Not Satisfied Base = 190)



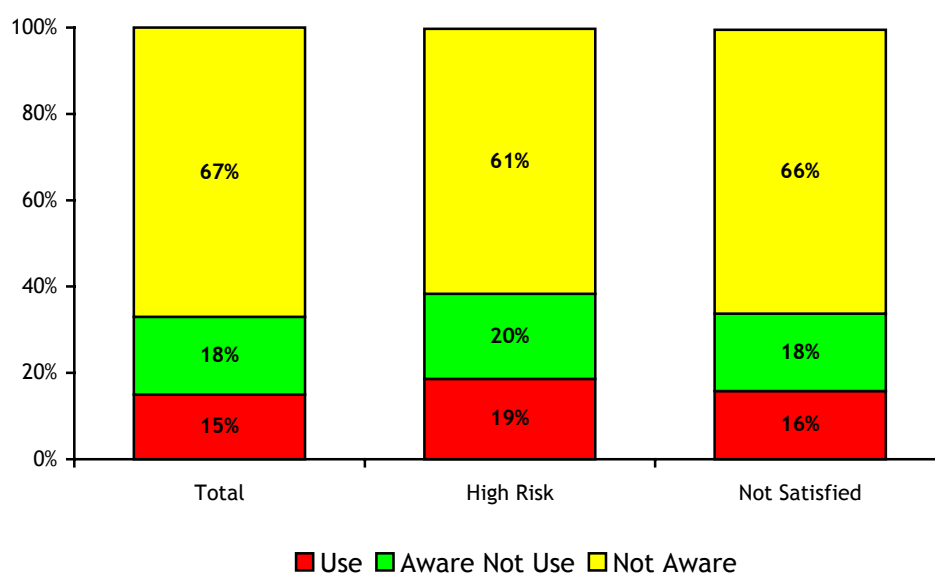
**Question 4L:** In the past two years, has your company had L&I occupational therapy, vocational or return to work services for your employees? **5L:** How aware are you that L&I has a return to work program for employers who have workers out due to a workplace injury? (Aware = Very + Somewhat, Not Aware = Not Aware + Don't Know)

## Training Materials

Regardless of the risk classification or general attitude toward L&I, most employers are unaware that they can get **training help** from the agency by using videos and other training materials from the lending library.

**Figure 10**  
**Awareness and Experience with Training Materials, Lending Library**  
 All Employers vs. High Risk Employers vs. Not Satisfied Employers

(Total Base = 802, High Risk Base = 132, Not Satisfied Base = 190)



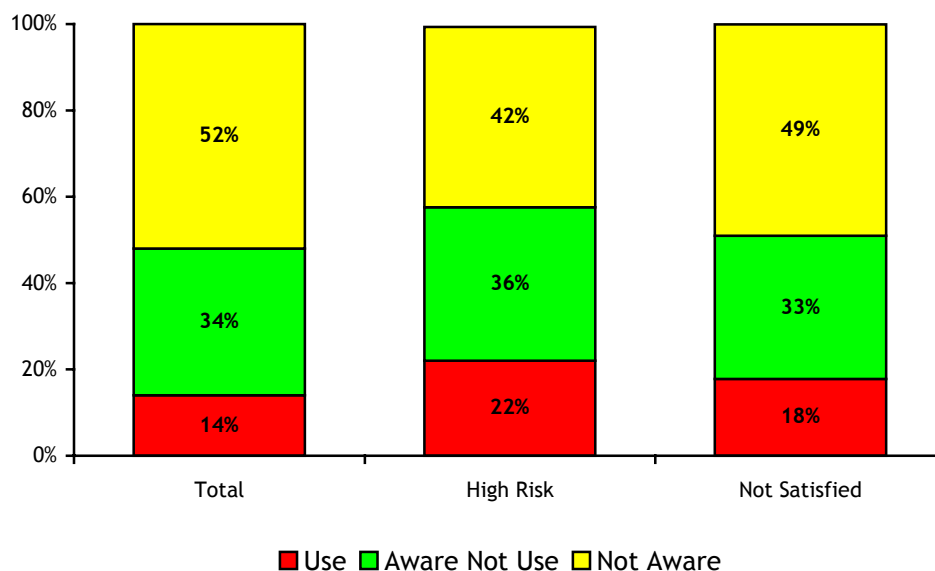
**Question 4M:** In the past two years, has your company used any videos or other L&I materials for training your employees? **5M:** How familiar are you with L&I's lending library of videos and other materials for training employees? (Familiar = Very + Somewhat, Not Familiar = Not Familiar + Don't Know)

### L&I Workshops and Seminars

Employers who are in higher risk industries are more apt to *attend seminars* from L&I than the average employer (22% vs. 14%). However, the largest proportion of employers in any of these segments are totally unaware that such workshops and training opportunities exist (42% to 49%.)

**Figure 11**  
**Awareness and Experience with L&I Workshops, Seminars**  
 All Employers vs. High Risk Employers vs. Not Satisfied Employers

(Total Base = 802, High Risk Base = 132, Not Satisfied Base = 190)



**Question 4J:** In the past two years, has anyone in your company attended one or more workshops or seminars from L&I? **5J:** How familiar are you with L&I's workshops and seminars? (Familiar = Very + Somewhat, Not Familiar = Not Familiar + Don't Know)

## Perceived “Value” of L&I Initiatives

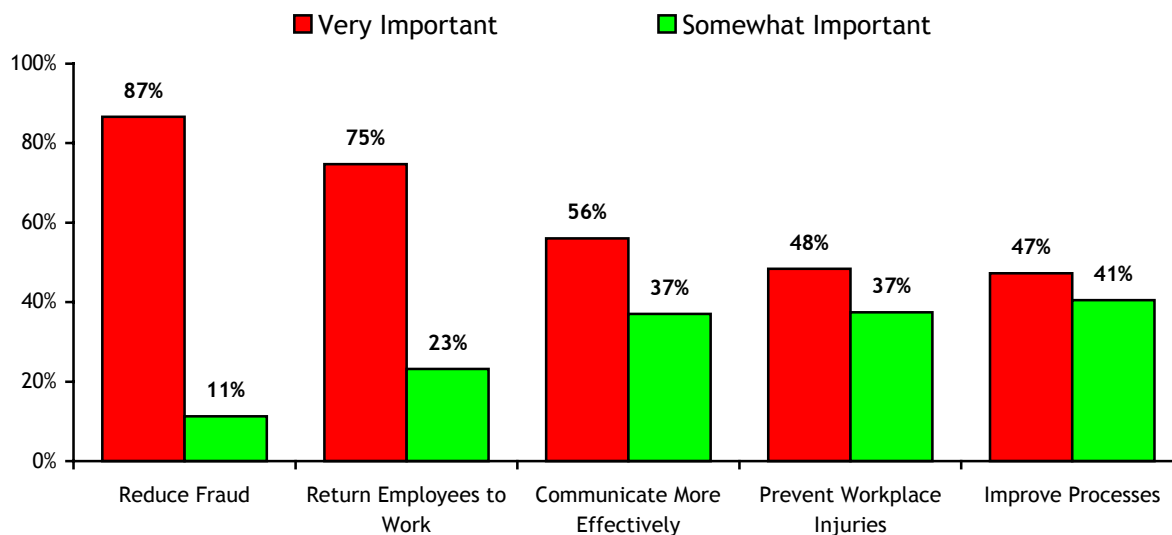
### Perceived Importance of L&I Areas for Improvement

When asked how important they perceived activities supporting the five initiatives identified by the Department of Labor & Industries to be, the *vast majority* of employers (approximately nine in ten) indicated that *all five were “Important”* (very or somewhat.) However, the initiative that generated the most extreme reactions by far involves **reducing fraud and abuse in the Workers’ Comp program**. Almost nine out of ten employers (87%) rated this issue as “very important.” (Not only is the issue of fraud a concern to all employers across the L&I population but, as can be seen in the questions involving specific elements of the initiatives, being involved in what is perceived to be fraudulent claims seems closely related to overall dissatisfaction with the agency.)

Three out of four employers also consider activities encouraging injured employees to *return to work* as critically important (75%). The other three areas targeted for improvement by L&I are considered “very important” by approximately half of the agency’s population base and “Somewhat Important” by another third or more.

**Figure 12a**  
Perceived Importance of L&I Initiatives  
All Employers

(Base = 802)



**Question 15:** How important is it to you and your organization that L&I makes efforts to ...**A:** ...Prevent workplace injuries and illnesses? **B:** ...Improve the processes involved in the workers' compensation program? **C:** ...Reduce fraud and abuse in workers' compensation? **D:** ...Return injured employees to work as quickly as possible? **E:** ...Communicate more effectively with employers?

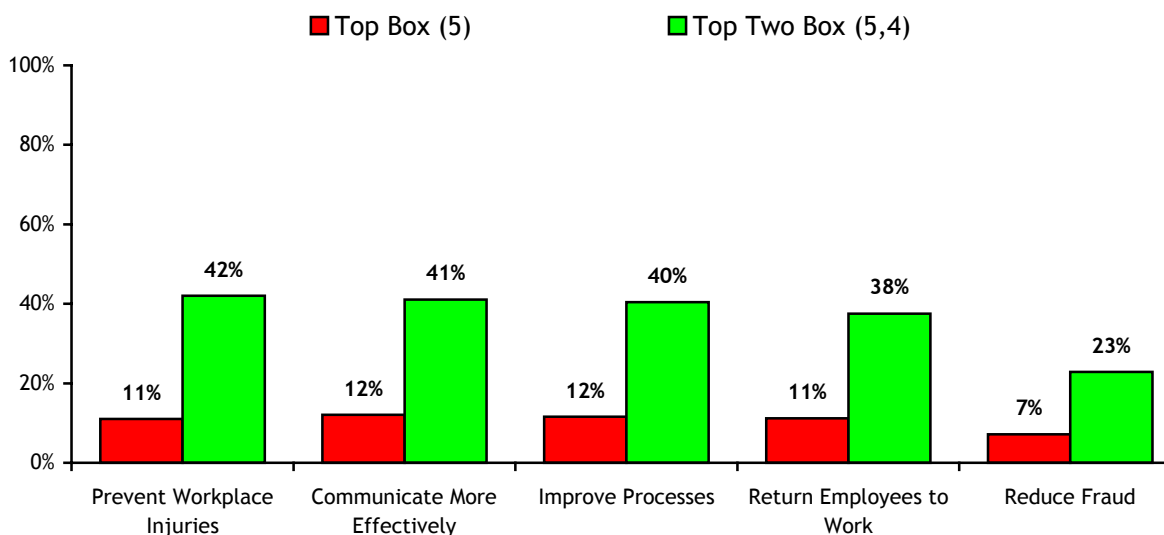
## Perception of L&I's Current Performance on Areas for Improvement

Apparently there is *room for L&I to improve* its performance in these identified areas. Although employers consider all five of L&I's initiatives as "Important," not nearly as many appear satisfied with the agency's current levels of performance on them. Fewer than half of L&I's employers would say that the agency is currently doing an "excellent" job (top two box scores on a five point scale) on any of the initiatives. This ranges from 42% for Preventing Workplace Injuries down to 23% for Reducing Fraud in Worker's Comp. Only about one in ten gave the department the top rating on a five-point scale in any of the areas.

Employer opinions of how well Labor & Industries is performing in these important areas is a critical piece of the department's perceived image in the State's business community. The most worrisome measurement coming from the results of this survey is the perception of how the department is currently handling *fraud and abuse in the Workers' Comp* program. While it is the *most important issue* of the five according to employers, it is the one where the department *scores the lowest*.

**Figure 12b**  
**Perceived Performance of L&I on Initiatives**  
All Employers

(Base = 802)



**Question 16:** How would you rate L&I on this area ...**A:** ...Prevent workplace injuries and illnesses? **B:** ...Improve the processes involved in the workers' compensation program? **C:** ...Reduce fraud and abuse in workers' compensation? **D:** ...Return injured employees to work as quickly as possible? **E:** ...Communicate more effectively with employers?

In order to understand how these measurements of importance and performance intersect, the next section provides these data in perceptual maps.

## Overall Assessment of L&I Initiatives – Perceptual Map Exhibits

Perceptual maps provide an “overview” of the relationship between different sets of data. When such data reflect both the importance of particular criteria and an evaluation of how well those criteria are being met, this type of analysis produces a concise and insightful display.

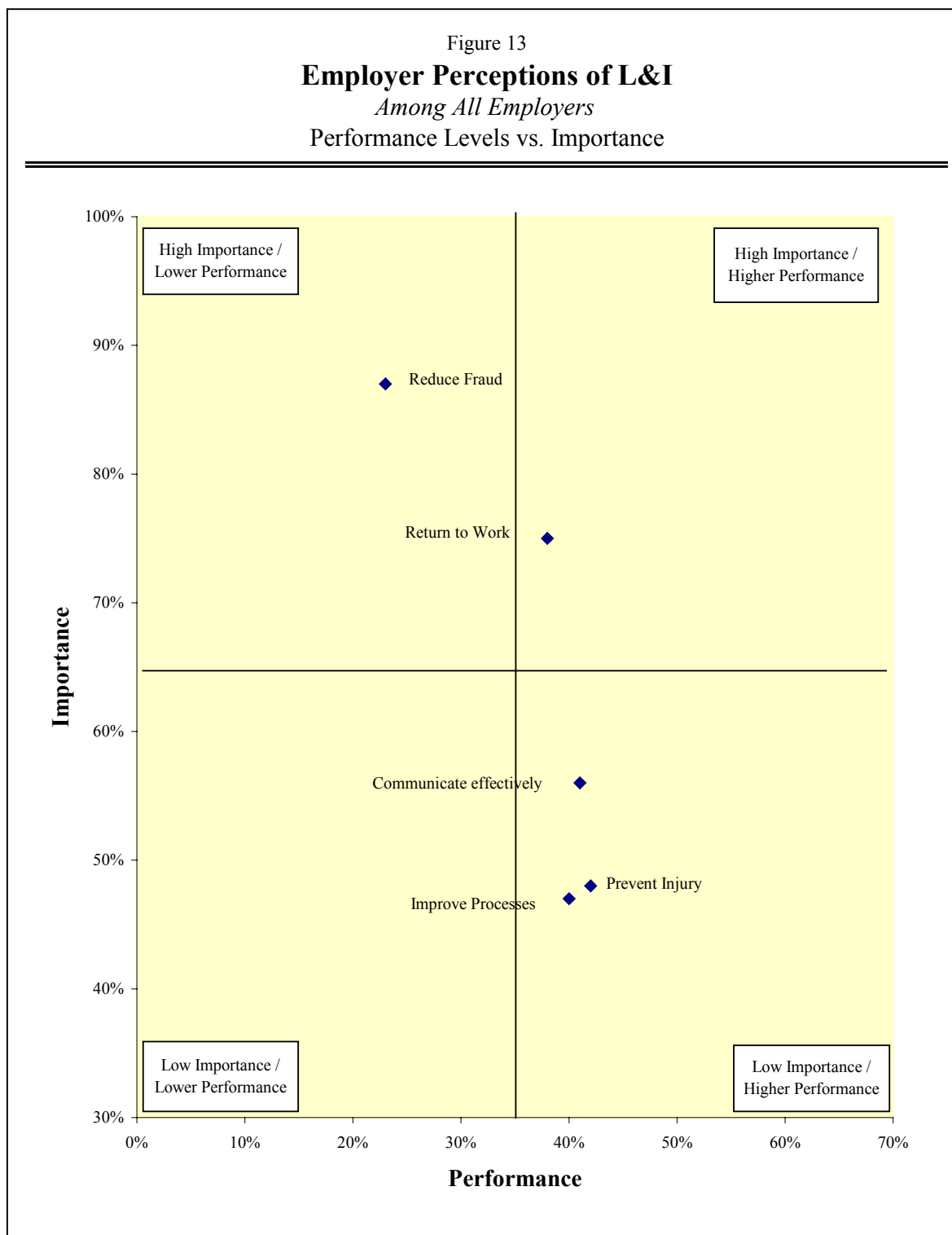
In the analysis of data from the Employer Outreach Research Phase Three Survey, perceptual maps allow a view of the Department of Labor & Industries through the eyes of its clients: “The L&I World According to Employers.”

The following exhibits show that, depending on which segment of Washington state employers is studied, the image of L&I can be strikingly different. However, despite their differences, in all of the maps, there is a consistent theme. That theme is the ***critical nature*** of employers’ attitudes about ***reducing fraud and abuse in the Workers’ Comp program***. In all of the following exhibits showing the perceptions of different key segments of the L&I Employer base, this issue is both the ***most important*** and the one on which L&I’s ***performance is rated the weakest***.

### All Employers

- The first map displays a quadrant analysis of the opinions of the total employer sample. As can be seen, the issue of ***fraud and abuse*** is the single most important (highest proportion giving it the “Top Box” score) but has the lowest proportion rating it in either of the top two scores of performance. That is, this element is the only one located solidly in the “High Importance / Lower Performance” quadrant.
- The ***Return to Work*** efforts are also seen as important but here L&I is perceived to be doing a better job. This issue locates in the most desirable quadrant: “High Importance / Higher Performance.”
- The department’s current levels of performance on the other three initiative areas are perceived in slightly more positive terms. At the same time, high levels of importance are placed by fewer employers on “improving processes in the Workers’ Comp program,” “preventing injury on the job,” and “communicating more effectively with employers.” Therefore, all three of these areas can be found in the “Low Importance / Higher Performance” quadrant.

## L&I's Image Among All Employers

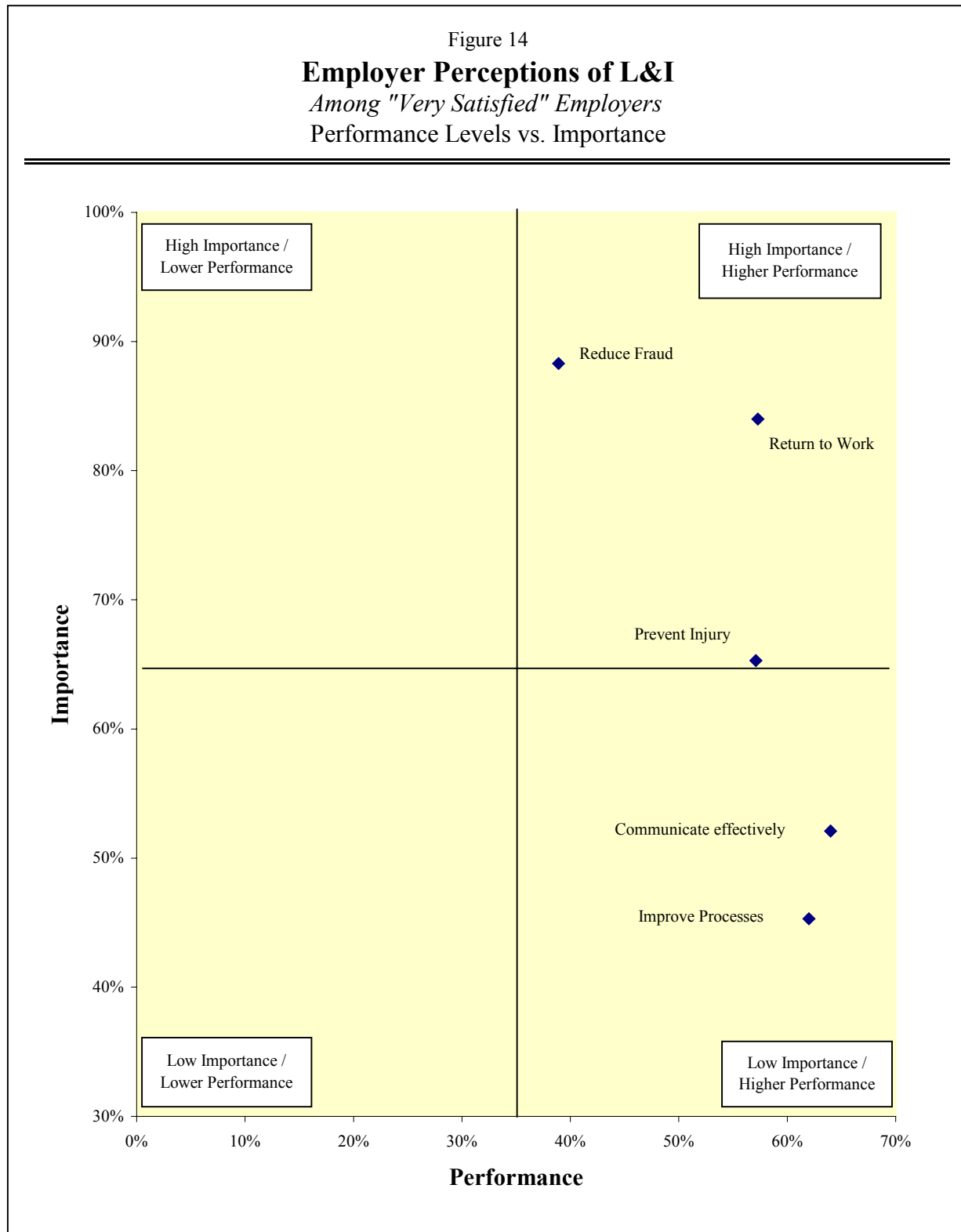


### Among “Very Satisfied” Employers

- As might be expected, employers who describe themselves as “very satisfied” with L&I have a set of perceptions about the department that places all of their assessments of the identified initiatives in the two quadrants on the right side of the map – that is, in either of the “Higher Performance” quadrants.
- Similar to the total employer data, more of these satisfied employers place the highest levels of importance on both *reducing fraud* and *returning injured workers* to the job than on the other identified issues. The more general major role for L&I of *preventing workplace injury and illnesses* is also placed in the “High Importance / Higher Performance” quadrant by this segment of employers.
- However, also similar to the total employer analysis, even this group of employers who are happy with their relationship with L&I are *less likely* to give top ratings to the department’s performance on *preventing fraud* than any other initiative areas.
- The areas where L&I is currently perceived in the most positive light by “Very Satisfied” employers include *effective communications* and the department’s efforts to improve the *processes involved in Workers’ Comp program*. These are also the issues with lower levels of importance to even this segment of employer.



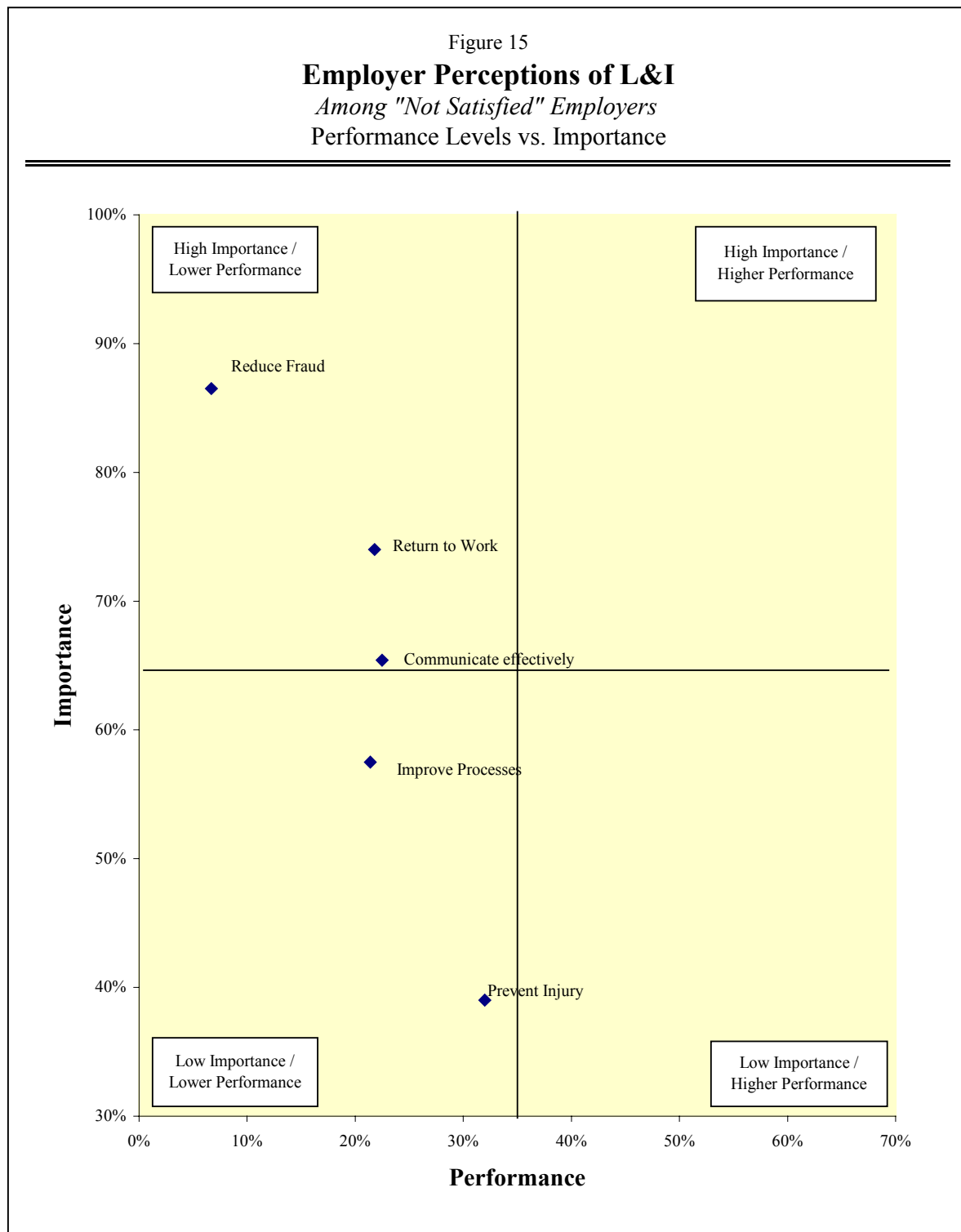
## L&I's Image Among Key Employer Segments – “Very Satisfied”



### Among “Not Satisfied” Employers

- Opinions of employers with a less than positive overall perception of L&I create a different image profile than can be seen on the total employer map. This is similar to the “shift” observed in the L&I image among satisfied employers only in the opposite direction. Their attitudes place the assessments of the initiatives and their opinions of the job L&I is currently doing on them in the two left quadrants – “Lower Performance.”
- Relatively speaking, these Not Satisfied employers put most of the initiatives in the same order of importance as does the employer population as a whole. ***Reducing fraud*** and ***returning injured employees to work*** are at almost exactly the same place on their scale of importance. However, for this segment, both issues reside in the “High Importance / Lower Performance” quadrants.
- What is more interesting in terms of the relative importance ratings among Not Satisfied employers is the higher level of importance they place on ***effective communications*** from L&I and the efforts made by the department to ***improve the processes*** involved in worker’s comp program. These are the initiatives that may affect this group more than other employers. (Data from later questions support this assumption with indications that this group, compared to the total, is more likely to feel that L&I staff members are not easy to reach nor are claims efficiently processed.)
- The initiative involving L&I’s responsibility to ***prevent workplace injuries and illnesses*** is perceived by this segment to be the area where the department is performing at the best level. Unfortunately, it also generates the lowest level of importance among these employers. (Given this issue’s more general nature, this may not actually indicate being less important but one that is simply assumed.)

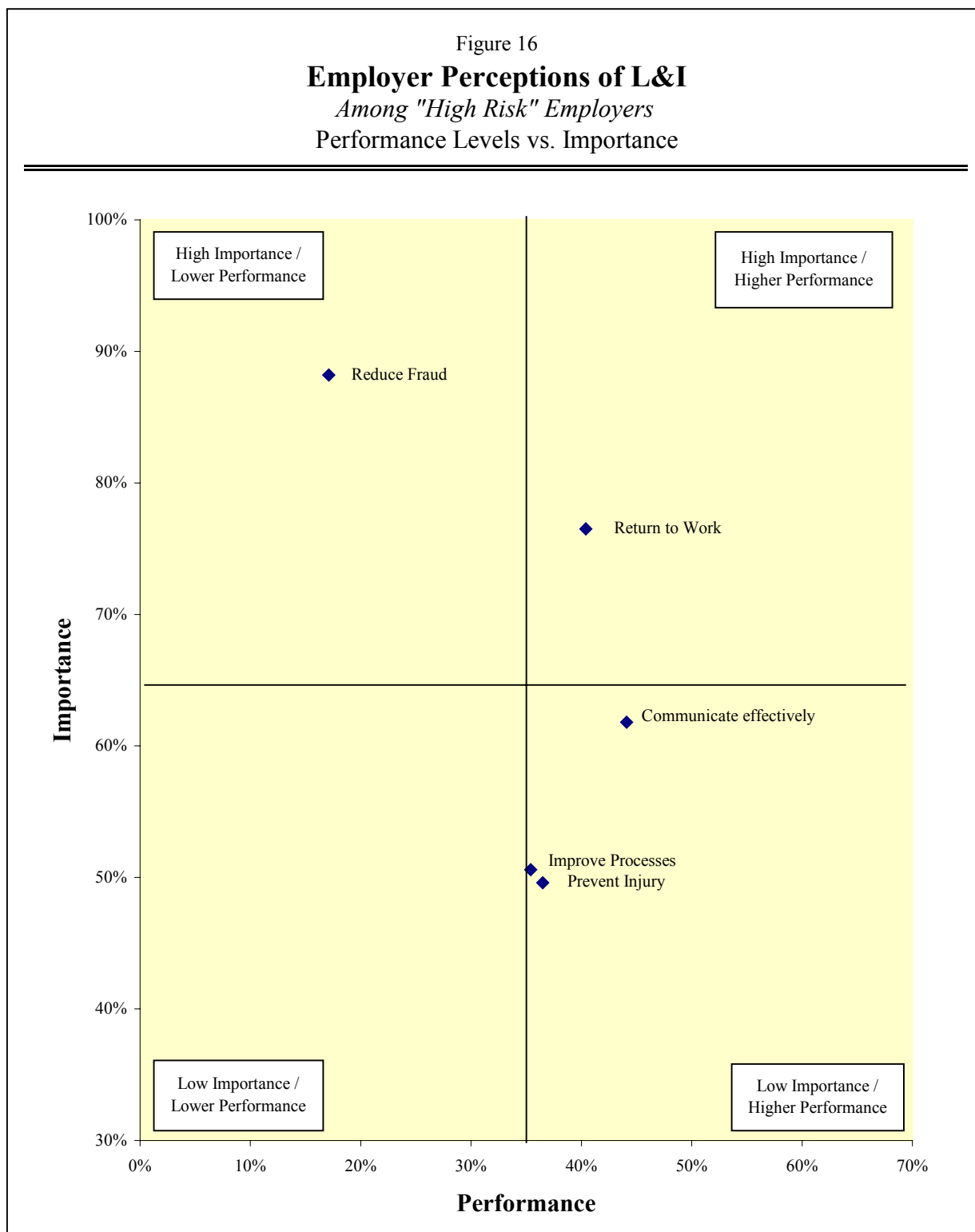
## L&I's Image Among Key Employer Segments – “Not Satisfied”



### Among High Risk Employers

- Indicating the same importance / performance image as other segments, High Risk employers also place ***reducing fraud in Workers' Comp*** in the quadrant of most concern for L&I – “High Importance / Lower Performance.”
- Differentiating their attitudes from those employers identified here as Not Satisfied, however, the quadrant analysis of individuals employed in High Risk industries place current ***return to work*** efforts by L&I in the “High Importance / Higher Performance” sector.
- The issue of providing more opportunities for ***effective communications*** with employers is already seen as positive for a number of High Risk employers – it receives the highest performance rating of all the identified initiatives. (Investigation into the specific elements of this area, however, indicates that one communication concern among these employers is that of “inconsistent information” from L&I staff members.)
- The remaining two initiative areas, ***improve processes in worker's comp*** and ***prevent workplace injury and illness*** are apparently of less importance to this group than the other identified issues. At the same time, L&I's current ability to perform in each area places them squarely in the mid-range of performance.

## L&I's Image Among Key Employer Segments – High Risk



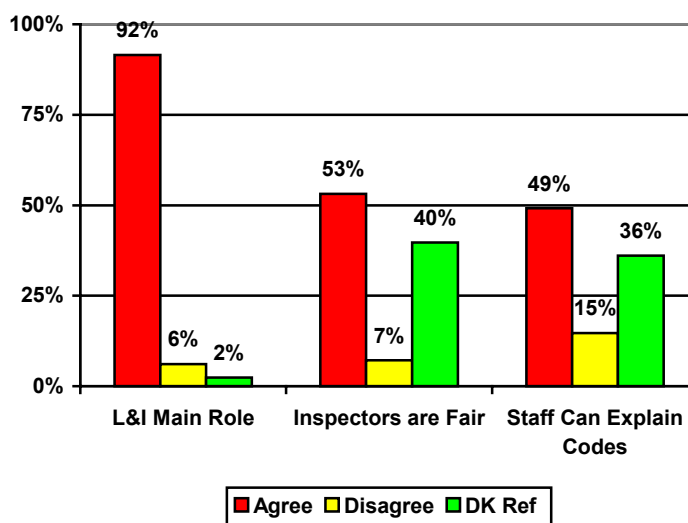
## Specific Reactions to L&I Initiative Elements

In order to more fully understand employer attitudes behind reactions to the identified initiatives, respondents were asked to agree or disagree with a series of attitude statements. These statements were designed to get at specific elements within each of L&I's initiatives. The following graphics depict levels of agreement, of disagreement and of those individuals who were not familiar enough to comment. Where there were differences between key employer segments, they are noted here and in tabular form on page 43.

### Improvement Area #1: Preventing Workplace Injuries and Illnesses

**Figure 17**  
**Attitudes on L&I Preventing Workplace Injuries and Illnesses**  
All Employers

(Total Base = 802)



**Question 7:** Do you agree or disagree that ... **A:** ...The main role of the Department of Labor & Industries is to make sure that all employees have a safe place in which to work? **B:** ...L&I inspectors who evaluate a company on safety issues are fair in their judgment? **C:** ...L&I staff members are all able to explain what the safety codes mean and how I should interpret them?

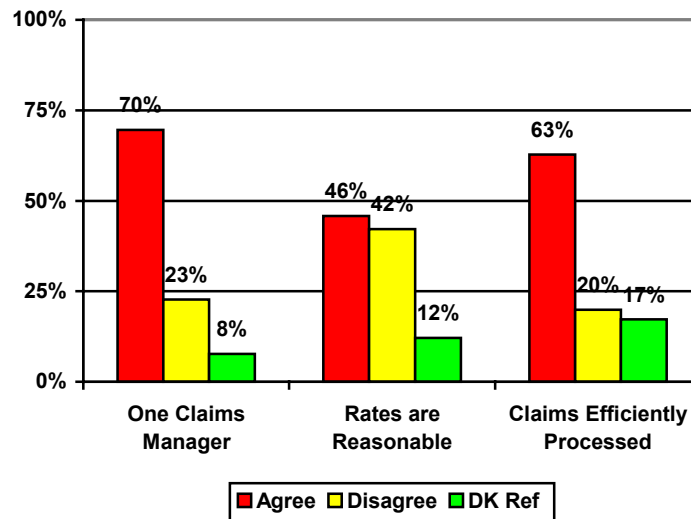
- Almost all employers believe that the main role of L&I is to make sure workers have a safe place to work. There is general agreement on this across all segments.
- Those employers who feel familiar enough to comment generally feel that safety inspectors are fair and the staff at L&I can all explain the safety codes sufficiently.
- Employers who are dissatisfied with the agency are less likely to agree (and more likely to disagree) with either the fairness of safety inspectors or the ability for staff members to explain the codes than are members of the employer base overall.

## Improvement Area #2: Improve Processes in Workers' Comp Program

**Figure 18**

**Attitudes on L&I Working to Improve the Processes in Workers' Compensation Program**  
All Employers

(Total Base = 802)



**Question 8:** Do you agree or disagree that ... **A:** ...Each company should have one L&I claims manager assigned to handle all of its workers comp claims? **B:** ...L&I workers compensation rates are reasonable? **C:** ...Workers' claims are efficiently processes at L&I?

- Almost three out of four employers would like to have all of their claims handled by one manager at L&I. Those who are less satisfied are slightly less enthusiastic about such a program.
- Employers are almost equally split in their opinion of their worker's comp rates. Not surprisingly, there are strong differences related to the number of claims over the past two years, the risk category assigned and the general satisfaction with L&I.
- Almost two out of three employers assume that Workers' Comp claims are processed efficiently. This is another area that appears to be directly related to overall satisfaction with L&I. Those who are "Very Satisfied" are more likely to see efficient processing while those who are not are much less likely to have that opinion.

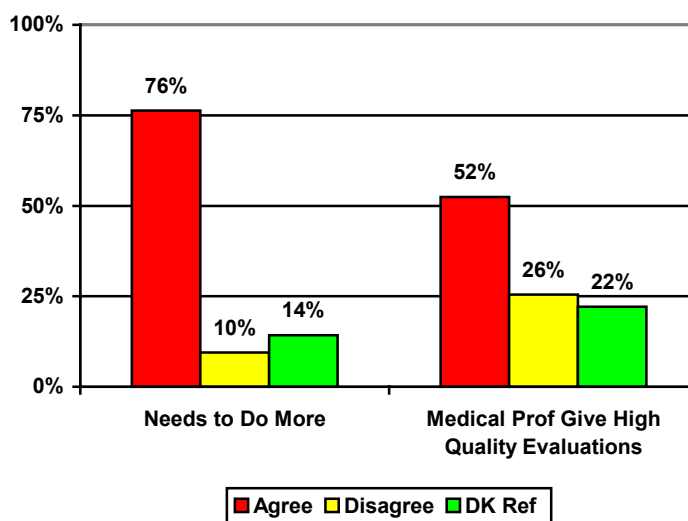
### Improvement Area #3: Fighting Fraud and Abuse in Workers' Comp

**Figure 19**

**Attitudes on L&I Fighting Fraud and Abuse in Workers Comp Program**

All Employers

(Total Base = 802)



**Question 10:** Do you agree or disagree that ... **A:** ...L&I needs to do a more thorough job of investigating possible fraud in workers' comp claims? **C:** ...The medical professionals who assess injured workers for L&I provide high quality evaluations?

- One employer in five (22%) has experienced what they considered to be fraudulent workers comp claims in the last three years. These employers are more often in larger organizations, representing high-risk industries.
- Again related to overall attitudes toward the agency, almost twice as many employers who are critical of L&I report having experienced fraudulent claims (42%).
- Overall, three out of four employers feel that L&I needs to do a more thorough job of investigating such fraud. Not Satisfied employers are twice as likely to feel this way and those in High Risk categories are a third more likely to agree.
- Although half of the employers interviewed in this survey indicated a trust in the medical evaluations provided through the worker's comp program, approximately one in four had some reservation with them. Many such employers also exhibit dissatisfaction overall. (This reflects to some degree, negative references which were made to the medical evaluations during the focus group sessions conducted in the second phase of this research.)

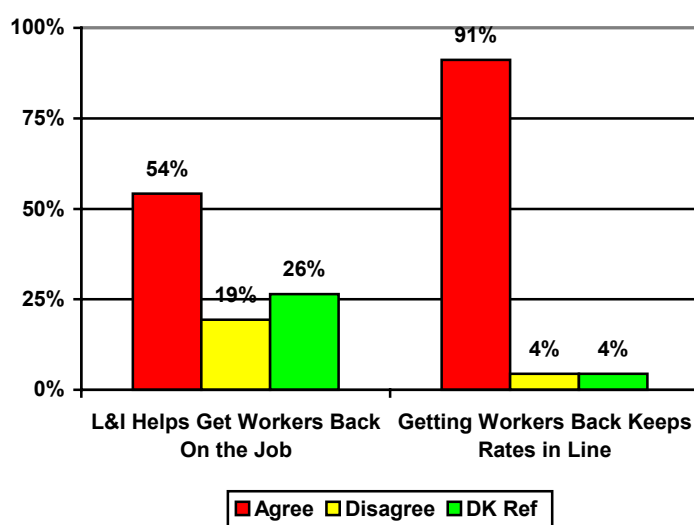


### Improvement Area #4: Get Injured Workers Back to Work Quickly

Generally speaking, three out of four of the employers interviewed in this research (73%) are in businesses where they are able to offer injured workers some type of light duty or different jobs in order to get them back to work. Two out of five of them (40%) reported having provided return to work options for injured employees at some time in the past three years. Approximately one quarter of those employers (24%) received help with decisions regarding those return-to-work options.

**Figure 20**  
**Attitudes on L&I Efforts to Return Injured Workers to the Job**  
All Employers

(Total Base = 802)



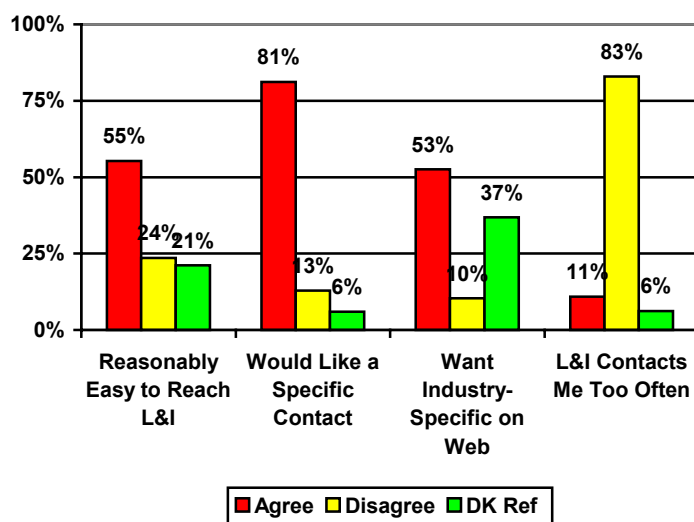
**Question 12:** Do you agree or disagree that ... **A:** ...L&I is especially helpful in getting employees back to work when they have been injured? **B:** ...Getting a worker back on the job as soon as possible helps keep an employer's workers comp rates in line?

- There is general agreement across most segments regarding the beneficial impact on workers' comp rates of quickly returning employees to their jobs
- There is a larger difference of opinion as to the Department of Labor & Industries being "especially helpful" in doing this. As with many other attitudes, this viewpoint appears related to an employer's overall assessment of L&I. Those who are satisfied are more likely to see L&I as helpful – those who are dissatisfied are less likely to do so.
- Another related factor may be reflected in the Not Satisfied employers being more likely to have provided some type of return to work programs for their injured workers but less likely to report that L&I helped in those activities. (See Table 3)

### Improvement Area #5: Focus on Better Communication with Employers - Access to L&I

**Figure 21**  
**Attitudes on L&I Communications**  
All Employers

(Total Base = 802)



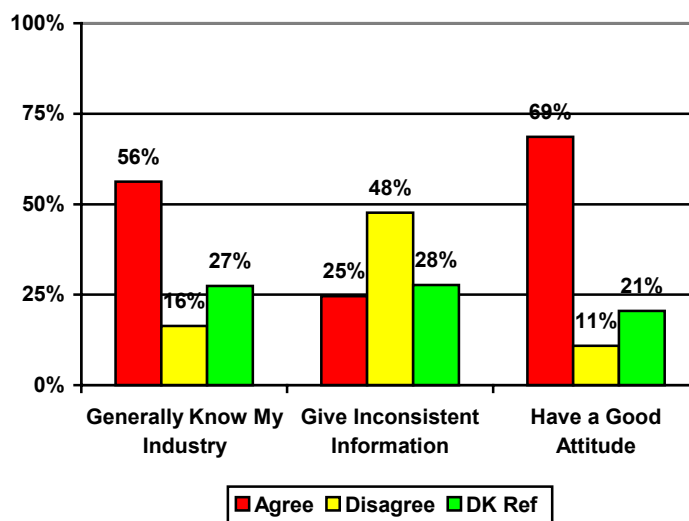
**Question 13:** Do you agree or disagree that ... **A:** ...It is reasonably easy to reach the person I need to contact at L&I? **B:** ...I'd like to have a specific person or team at L&I that I can contact for information about claims, safety or any other L&I issues? **C:** ...It should be easier to find industry specific information on L&I's website? **D:** ...L&I contacts me too often?

- The most striking response to statements regarding the accessibility of L&I to employers is the high level of agreement (among four out of five employers overall) to the idea of having a specific person or team identified to contact at L&I. This is an opinion equally voiced in all key segments.
- The same level of consensus was also present in reactions to the potential for L&I contacting employers too frequently. Four out of five disagreed with that concept. High Risk employers were even less likely to agree (nine out of ten disagreed.)
- Approximately half of the employers feel that they can easily reach the person they seek at L&I. Others are less convinced – especially those who have been disappointed by their relationship with the department (35% agree among Not Satisfied.)
- Half of the employers would like to see more industry specific information on the L&I website. These are more often larger companies.

### Improvement Area #5: Focus on Better Communication with Employers – Abilities of L&I

**Figure 22**  
**Attitudes on L&I Staff Response**  
All Employers

(Total Base = 802)



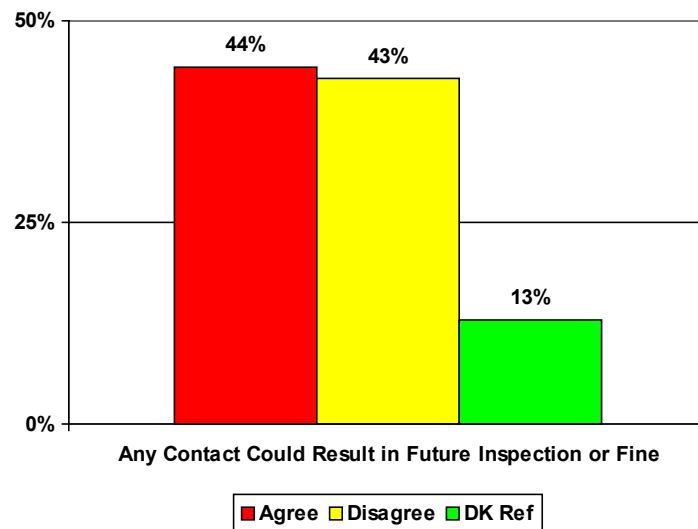
**Question 14:** Do you agree or disagree that ... **C:** ...The L&I staff members I deal with are generally knowledgeable about my industry? **D:** ...I often get inconsistent information from different L&I staff members? **E:** ...Most all L&I employees have a good attitude and are interested in helping me with whatever help or information I need?

- Two out of three employers see good attitudes from most L&I staff members. This is not surprisingly slightly lower among those who are generally Not Satisfied with the agency.
- Half feel that the people with whom they deal at L&I know their industry fairly well. This again is somewhat lower among the Not Satisfied segment.
- The attitude in this set of most concern is reflected by the number of employers who complain that they have received inconsistent information from different individuals at L&I. This is a particularly troublesome for those in High Risk categories and among those who have a less than positive impression (Not Satisfied.)

One last attitude was measured among respondents. During the second phase of this study, several references were made by employers participating in focus groups to what they suggested was a major barrier to a better relationship with L&I. This was the fear that any contact with L&I – even asking for safety consultations or other types of services – could result in the possibility of future inspections and fines.

**Figure 23**  
**Attitudes on Possible Barrier to Contacting L&I**  
All Employers

(Total Base = 802)



**Question 14:** Do you agree or disagree that ... F: ...The major reason that employers avoid L&I is a concern that any contact could result in a future inspection or fine?

- Employers in the survey appeared equally split on this issue. The same proportion agreed that this is a major barrier as did not.
- Interestingly, this attitude seemed present across all different types of employer segments. The only population that might be more prone to this assumption than others appears to be primary decision makers in smaller companies.

## Reactions to Initiative Elements Among Key Employer Segments

In order to analyze relative differences in attitudes regarding specific elements of the identified initiatives, the proportions agreeing to each of the statements has been indexed against the total sample. That is, segments with an index over 100 on any statement are more likely than the total to agree with it (strongly or somewhat.) Conversely, if a smaller proportion of employers in a segment agree to a statement than in the total sample, the index for that segment will be less than 100.

Statements on the following table that are shaded indicate those under or over indexing by 30 index points or more.

<b>Table 3</b> <b>Attitude Index on Initiative Elements</b>				
	<b>Total Sample INDEX</b>	<b>High Risk INDEX</b>	<b>Not Satisfied INDEX</b>	<b>Very Satisfied INDEX</b>
<b>Preventing Workplace Injuries and Illnesses</b>				
L&I's main role	100	96	90	106
Safety inspectors are fair	100	93	70	120
Staff members are all able to explain safety codes	100	103	69	127
<b>Improve Processes in Workers' Comp Program</b>				
One claims manager	100	106	88	98
Rates are reasonable	100	64	53	137
Claims are efficiently processed	100	95	59	130
<b>Fighting Fraud and Abuse in Workers' Comp</b>				
L&I Needs to do more	100	112	111	93
Med. professionals give high quality evaluations	100	88	66	132
Have had fraud*	100	146	193	63
<b>Get Injured Workers Back to Work Quickly</b>				
Helpful getting employees back to work	100	82	64	128
Getting workers back helps rates	100	102	89	105
Have Provided "Return to Work"*	100	134	130	81
L&I helped with "Return to Work"*	100	93	69	128
<b>Focus on Better Communication with Employers</b>				
Easy to reach L&I	100	108	64	128
Would like one person to contact	100	105	103	100
Want industry specific info on web	100	111	94	96
L&I contacts me too often	100	69	103	125
Generally know my industry	100	114	74	125
Give inconsistent info	100	141	145	50
Have a good attitude	100	107	69	116
Any contact could mean future inspection or fine	100	101	95	110

\* Represents index of "yes" responses.

## Channels of Communication

### Current Sources of Information on L&I

A high proportion of Washington employers get information about L&I from newsletters and publications, followed by personal contact with L&I staff, and then the website and industry resources. Industry resources include both trade or professional associations and industry contacts outside associations. These are the primary sources of information and practically all employers can point to at least one source they utilize.

Information is obtained in different patterns by several of the employer segments:

- More small employers (4-9 employees) use newsletters than medium and large employers (76% vs. 53%)
- The medium and large employers are more likely to use the website, however, than are small employers (53% vs. 40%)
- High risk employers are the most likely to be using personal contact, industry sources and the website (63%, 67% and 59%, respectively)
- A positive trend may be that employers newer to L&I (under 10 years) are using the website more than those who have been working with L&I for 20+ years (51% vs. 35%)
- It is interesting to note that employers who are Not Satisfied tend to more often use industry sources for L&I information than do Very Satisfied employers (63% vs. 44%)
- Industry sources was also higher among primary or sole decision-makers who were interviewed than those who shared decision-making or who had no decision responsibility (60%, 52% and 45%, respectively)

**Table 4**  
**Employer Sources of Information about L&I**

All Employers

(Base)	Total (802)
L&I Newsletters and publications	76%
Personal contact with L&I staff	51
Net: Any Industry source	53
(Trade/ Professional Association)	(39)
(Industry contacts, other than Associations)	(34)
L&I Website	43
General media, news	2
All other	6
Don't know, nowhere in particular	2

**Question 17:** Where do you get information about Labor & Industries? (List above was read to respondent.)  
Multiple responses allowed.

- All of the other information sources, however, appear to be reaching decision-makers and others equally. Other than industry sources, there were no differences between these two segments of L&I contacts in terms of how they receive L&I information.

### **Preferred Channels of Communication for L&I**

Two-thirds of employers report that regular mail is the best way to reach them with information. Another one-third said that e-mail is preferred and one employer in six said he or she prefers to go to the website.

- Small employers (4-9 employees) tend to prefer regular mail over all other sources (71% said mail).
- Medium and large employers, however, are almost as likely to want e-mail delivery (47%) as regular mail (56%).
- Respondents who are primary decision makers or who share that responsibility also prefer e-mail (35%) more so than those who have L&I contact but make no decisions (25%).

**Table 5**  
**Preferred Means of Receiving Information about L&I**  
All Employers

<b>(Base)</b>	<b>Total (802)</b>
Regular mail	67%
E-mail	33
L&I Website	16
Fax	13
Telephone	5
Some other way	1

**Question 18:** In general, how do you prefer receiving information, would you say...(List above was read to respondent) Multiple responses allowed.

### **L&I Newsletter Use**

Employers were asked questions about “L&I newsletters” as a generic communication vehicle, realizing that many different types of information bulletins, pamphlets, notices and newsletters are published by the agency. Respondents were asked about their exposure to an online or hard copy “newsletter.” All those who said they did not look through or read such a newsletter were later asked if they see or receive such a newsletter.

Almost all respondents (88%) report that they read, look through or at least see one or more of the L&I newsletters. Figure 24.

It should be noted that decision makers are more likely to be seeing or reading a newsletter (81%) than others who have L&I contact but are not the primary decision makers (70%).

When asked which particular newsletter they are receiving, the majority of the 705 newsletter recipients said “the one that comes with the premium notice,” (54%), the “one that comes quarterly” (4%) or “Employer News” (3%). Most respondents knew that something arrived with the “bill” but few could recall the actual title of the newsletter.

Just over one respondent in three (34% of those who receive a newsletter) was unable to name any title or topic of the newsletter they receive or see.

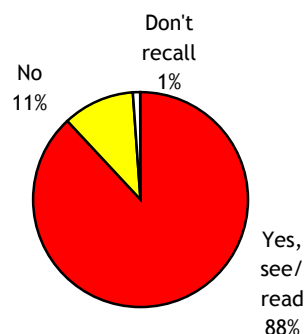
There was very low recall of specific titles or topics beyond the quarterly newsletter. A few shown below were named by as many as 2%, but most titles and topics that were named were done so by 1% or fewer of the recipients.

- *Focus on Reform*—2%
- Something mentioning the “director’s office”—2%
- Contractors’ training, rules or programs—2%
- WISHA hazard alerts, safety/health issues—2%

Those who mentioned more than one newsletter (57 respondents) were asked which one was most useful to them. Most said it was the “one that comes with the billing” (35) and one to two people named some other title or topic.

**Figure 24**  
**Exposure to L&I Newsletters**  
All Respondents

(Base = 802)



**Questions 4H & 19A:** Have you looked through or read one or more newsletters from L&I either online or in hard copy? IF NOT: Do you see or receive any newsletters from L&I either online or in hard copy?.



## Decision-Maker Titles

In order to determine who can most benefit by receiving L&I communications, respondents were asked their own titles or positions as well as the titles of others in their organization who impact decisions regarding L&I. These responses are shown in Table 6.

Nearly one in three respondents (31%) was an owner, president or CEO and another 22% was a top operations person. A high proportion of respondents with contact but no decision responsibility was an assistant, office manager or bookkeeper/payroll person (47%).

Almost half (47%) indicated that their top executive shares in decision making, and another 12% said their top operations person has that role. Overall, this indicates that over three in four top executives (78%) have sole or shared responsibility for L&I decisions in their organizations. Likewise, 34% of the top operations persons has sole or shared decision responsibility. Communications that are directed to these two executive levels could be very effective in imparting information that helps improve the organizations' bottom line.

**Table 6**  
**Communication Targets—Title or Position with Organization**

	Survey Respondents			Others in Organization Sharing in L&I Decisions (802)
	Total (802)	Decision Maker, Sole or Shared (592)	L&I Contact, but no Decisions (210)	
<b>(Base)</b>				
Owner, President, CEO	31%	40%	5%	47%
General Mgr, Operations Mgr, Director, COO	22	21	23	12
Finance, Business Mgr, CFO	4	4	4	2
Vice President	5	6	5	6
Accountant, Controller	8	8	10	3
HR Manager, Personnel	5	4	6	2
Safety Officer, Risk Manager	1	1	<1	1
Bookkeeper, Payroll	8	5	16	1
Office Manager	5	3	11	<1
Administrative Ass't, Secretary, and other	11	7	20	4
Project Mgr, Process Mgr, Supervisor, Foreman	<1	<1	<1	4
None, no one else has responsibility or contact	NA	NA	NA	32

**Questions 1 & 23:** What is your official title or position at your company? What are the titles of the other people in your company who also work with L&I? (Multiple responses allowed to the latter question.)

# APPENDIX

## Questionnaire

### **INT02 ALL RESPONDENTS BEFORE QUOTAS**

Hello, I'd like to speak to a person in your organization who is responsible for matters involving the Washington State Department of Labor and Industries. This could be someone in bookkeeping, payroll, human resources, or a high level manager.

IF NOT AVAILABLE, SAY: May I speak with anyone with responsibilities involving L and I matters. This could be someone who handles claims.

IF NOT AVAILABLE, ARRANGE CALLBACK.

IF DECISION MAKER AT DIFFERENT SITE WITHIN WASHINGTON STATE, ASK FOR THAT PHONE NUMBER.

IF THIRD PARTY ADMINISTRATOR/SOMEONE ELSE HANDLES L and I CLAIMS, ASK FOR DECISION-MAKER REGARDING EMPLOYEE SAFETY ISSUES/COMPANY POLICY.

WHEN SPEAKING TO CORRECT PERSON, SAY: I'm calling for the Washington State Department of Labor and Industries. We are talking with business leaders across the state regarding interactions with L and I and would like to include your opinion. May I ask you some questions now?

Continue ..... 91

### **INT04 INTRO FOR DECISION MAKERS**

Hello, I'd like to speak to the person in your organization who is MOST responsible for making decisions involving the Washington State Department of Labor and Industries. This will be someone like an officer or high-level manager. IF DECISION MAKER AT DIFFERENT SITE WITHIN WASHINGTON STATE, ASK FOR THAT PHONE NUMBER.

IF THIRD PARTY ADMINISTRATOR/SOMEONE ELSE HANDLES L and I CLAIMS, ASK FOR DECISION-MAKER REGARDING EMPLOYEE SAFETY ISSUES/COMPANY POLICY.

WHEN SPEAKING TO CORRECT PERSON, SAY: I'm calling for the Washington State Department of Labor and Industries. We are talking with business leaders across the state regarding interactions with L and I and would like to include your opinion. May I ask you some questions now?

Continue ..... 91

### **INT05 INTRO FOR NON-DECISION MAKERS**

Hello, I'd like to speak to the person in your organization who is responsible for matters involving the Washington State Department of Labor and Industries. I am not looking for an officer or high-level manager.

IF PERSON IS AT DIFFERENT SITE WITHIN WASHINGTON STATE, ASK FOR THAT PHONE NUMBER.

IF THIRD PARTY ADMINISTRATOR/SOMEONE ELSE HANDLES L AND I CLAIMS, ASK FOR SOMEONE INVOLVED IN EMPLOYEE SAFETY ISSUES/COMPANY POLICY.

WHEN SPEAKING TO CORRECT PERSON, SAY: I'm calling for the Washington State Department of Labor and Industries. We are talking with businesses across the state regarding interactions with L and I and would like to include your opinion. May I ask you some questions now?

Continue ..... 91

**Q1**

What is your official title or position at your company?

Owner/President/CEO .....	01	
Head of Finance/CFO .....	02	
General Manager/Operations Manager/COO .....	03	
Vice President.....	04	
Accountant/Controller .....	05	
Personnel/HR Manager.....	06	
Bookkeeper/Payroll .....	07	
Safety Officer .....	08	
Office manager .....	09	N
Other (SPECIFY:) .....	97	O
Refused .....	99	

**Q3**

Next, please tell me what level of responsibility you, yourself, have regarding decisions in your company that relate to your company's L and I rating. Which of the following best describes your role...

IF NEEDED: Decisions involving employee safety, training, questions around claims, and workers comp. claims

Have some responsibilities involving L and I,

but are not a decision-maker..... 1

Share decision-making regarding L and I issues ..... 2

Are the primary decision-maker ..... 3

Or have no role or responsibility regarding L and I..... 4

Don't know - DO NOT READ..... 5

Refused - DO NOT READ..... 6

**INT03 ASKED IF ALL IN COMPANY WERE DECISION MAKERS**

May I speak with the person in your company who has had the most contact with L and I?

I have been asked to contact a person within your company who has L and I responsibilities and who is not a decision maker regarding L and I issues. Is there anyone in your company who fits this description, or are the only L and I contacts within your company decision makers like yourself?

I have been asked to contact a person within your company who either shares responsibilities or has sole responsibility for decision-making involving L and I. May I speak to that person?

Yes, other contact .....	91	GO BACK TO INTRO
All decision makers in company.....	92	CONTINUE
No other person in company .....	60	THANK & TERMINATE
Don't know/Refused .....	61	THANK & TERMINATE

**NON QUESTION COMPUTER SETS IN TYPE OF RESPONDENT**

High risk - not decision maker..... 1

High risk - decision maker..... 2

High risk - only decision makers..... 5

Other risk - no decision maker..... 3

Other risk - decision maker..... 4

Other risk - only decision makers..... 6

**Q4**

I'm going to read several types of contact people have with L and I. As I read each one, please tell me yes or no if you, yourself, or your company has had this type of contact with L and I in the last two years.

Continue ..... 1

**Q4B**

Have you, yourself, accessed the L and I website?

Yes..... 1

No ..... 2

Don't know ..... 3

Refused..... 4

**Q4C**

Has your company registered as a new employer or new owner of a business?

Yes..... 1

No ..... 2

Don't know ..... 3

Refused..... 4

**Q4D**

Has your company applied or registered for a permit or license from L and I?

Yes..... 1

No ..... 2

Don't know ..... 3

Refused..... 4

**Q4E**

Has your company had one or more claims for worker's compensation filed for employees?

Yes..... 1

No ..... 2

Don't know ..... 3

Refused..... 4

**Q4F**

Have you, yourself, received communications or questions from L and I regarding an employee's claim for worker's compensation?

Yes..... 1

No ..... 2

Don't know ..... 3

Refused..... 4

**Q4G**

Have you, yourself, contacted L and I with questions about any employee claim for workers' compensation?

Yes..... 1

No ..... 2

Don't know ..... 3

Refused..... 4

**Q4H**

Have you, yourself, looked through or read one or more newsletters, either online or in hard copy, from L and I itself?

Yes..... 1  
 No ..... 2  
 Don't know ..... 3  
 Refused ..... 4

**Q4I**

Has your company received either safety information or consultations from L and I?

Yes..... 1  
 No ..... 2  
 Don't know ..... 3  
 Refused ..... 4

**Q4J**

Has anyone in your company attended one or more workshops or seminars from L and I?

Yes..... 1  
 No ..... 2  
 Don't know ..... 3  
 Refused ..... 4

**Q4K**

Has your company had an L and I inspection or audit at your workplace?

Yes..... 1  
 No ..... 2  
 Don't know ..... 3  
 Refused ..... 4

**Q4L**

Has your company had L and I occupational therapy, vocational or return-to-work services for your employees?

Yes..... 1  
 No ..... 2  
 Don't know ..... 3  
 Refused ..... 4

**Q4M**

Has your company used any videos or other L and I materials for training your employees?

Yes..... 1  
 No ..... 2  
 Don't know ..... 3  
 Refused ..... 4

**Q5B ASK IF Q4B=2, 3 OR 4**

How familiar are you...

With L and I's website?

Very familiar ..... 1  
 Somewhat familiar ..... 2  
 Not familiar ..... 3  
 Don't know ..... 4

Refused..... 5

#### **Q5D ASK IF Q4D=2, 3 OR 4**

How familiar are you...

That L and I provides licenses for building contractors and such things as electrical permits?

Very familiar ..... 1  
 Somewhat familiar..... 2  
 Not familiar ..... 3  
 Don't know ..... 4  
 Refused..... 5

#### **Q5H ASK IF Q4H=2, 3 OR 4**

How familiar are you...

With any of L and I's electronic or mailed newsletters?

Very familiar ..... 1  
 Somewhat familiar..... 2  
 Not familiar ..... 3  
 Don't know ..... 4  
 Refused..... 5

#### **Q5I ASK IF Q4I=2, 3 OR 4**

How aware are you...

That L and I provides no-cost safety consultations for companies?

Very aware..... 1  
 Somewhat aware..... 2  
 Not aware..... 3  
 Don't know ..... 4  
 Refused..... 5

#### **Q5J ASK IF Q4J=2, 3 OR 4**

How familiar are you...

With L and I's workshops or seminars?

Very familiar ..... 1  
 Somewhat familiar..... 2  
 Not familiar ..... 3  
 Don't know ..... 4  
 Refused..... 5

#### **Q5K ASK IF Q4K=2, 3 OR 4**

How aware are you...

That L and I conducts safety inspections as well as audits of worker records?

Very aware..... 1  
 Somewhat aware..... 2  
 Not aware..... 3  
 Don't know ..... 4  
 Refused..... 5

#### **Q5L ASK IF Q4L=2, 3 OR 4**

How aware are you...

That L and I has a return-to-work program for employers who have workers out due to a workplace injury?

Very aware..... 1  
 Somewhat aware..... 2

Not aware.....	3
Don't know .....	4
Refused.....	5

### Q5M ASK IF Q4M=2, 3 OR 4

How familiar are you...

With L and I's lending library of videos and other materials for training employees?

Very familiar .....	1
Somewhat familiar.....	2
Not familiar .....	3
Don't know .....	4
Refused.....	5

### Q6

Overall, how would you rate your satisfaction with L and I, would you say...

Very satisfied.....	1
Somewhat satisfied .....	2
Somewhat dissatisfied .....	3
Or very dissatisfied.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ .....	6

### Q7

Earlier this year, Washington State L and I identified five areas targeted for improvement. The first area identified by L and I is preventing workplace injuries and illnesses. I am going to read a few statements and I would like you to tell me if you agree or disagree with each. Do you agree or disagree that...

Continue .....	1
----------------	---

### Q7A

The main role of the Department of Labor & Industries is to make sure that all employees have a safe place in which to work?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree .....	3
Strongly disagree .....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ .....	6

### Q7B

L and I inspectors who evaluate a company on safety issues are fair in their judgment?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree .....	3
Strongly disagree .....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ .....	6



**Q7C**

L and I staff members are all able to explain what the safety codes mean and how I should interpret them?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q8**

The second area identified by L and I is improvement of the processes involved in the workers' comp program. Let me read a few statements related to that idea. Do you agree or disagree that...

Continue .....	1
----------------	---

**Q8A**

Each company should have one L and I claims manager assigned to handle all of its workers comp claims.

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q8B**

L and I workers compensation rates are reasonable?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q8C**

Workers' claims are efficiently processed at L and I?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q9**

The third area that has been identified involves fraud and abuse in the workers comp program. First, let me ask, has your organization had what you considered to be fraudulent workers' comp claims in the last three years?

Yes.....	1
No .....	2
Don't know .....	3

Refused..... 4

### Q10A

Labor & Industries needs to do a more thorough job of investigating possible fraud in workers' comp claims?

Strongly agree..... 1  
 Somewhat agree..... 2  
 Somewhat disagree..... 3  
 Strongly disagree..... 4  
 Don't know - DO NOT READ..... 5  
 Refused - DO NOT READ..... 6

### Q10C

The medical professionals who assess injured workers for L and I provide high quality evaluations?

Strongly agree..... 1  
 Somewhat agree..... 2  
 Somewhat disagree..... 3  
 Strongly disagree..... 4  
 Don't know - DO NOT READ..... 5  
 Refused - DO NOT READ..... 6

### Q11

The next area that is being addressed by L and I is getting injured workers back on the job as quickly as possible. Return-to-work options usually involve providing light duty work or a different job temporarily. In the past three years, has your company provided any such return-to-work options for an injured worker?

Yes..... 1  
 No..... 2  
 Don't know..... 3  
 Refused..... 4

### Q11A ASK IF Q11=1

Did L and I help your company with decisions regarding those return to work options?

Yes..... 1  
 No..... 2  
 Don't know..... 3  
 Refused..... 4

### Q11B

Is your company able to offer injured workers these types of return to work options during recovery?

Yes..... 1  
 No..... 2  
 Don't know..... 3  
 Refused..... 4

**Q11C**

How likely would you be to use assistance from L and I to help injured employees return to work, would you say...

- Very likely ..... 1  
 Somewhat ..... 2  
 Or not at all likely ..... 3  
 Don't know - DO NOT READ ..... 4  
 Refused - DO NOT READ ..... 5

**Q12**

Would you agree or disagree that...

- Continue ..... 1

**Q12A**

Labor & Industries is especially helpful in getting employees back to work when they have been injured?

- Strongly agree ..... 1  
 Somewhat agree ..... 2  
 Somewhat disagree ..... 3  
 Strongly disagree ..... 4  
 Don't know - DO NOT READ ..... 5  
 Refused - DO NOT READ ..... 6

**Q12B**

Getting a worker back on the job as soon as possible helps keep an employer's workers' comp rates in line?

- Strongly agree ..... 1  
 Somewhat agree ..... 2  
 Somewhat disagree ..... 3  
 Strongly disagree ..... 4  
 Don't know - DO NOT READ ..... 5  
 Refused - DO NOT READ ..... 6

**Q13**

L and I also identified a focus on better communication with employers to encourage a more direct connection with the department. Some of that focus is on accessibility of L and I to employers. Would you agree or disagree that...

- Continue ..... 1

**Q13A**

It is reasonably easy to reach the person I need to contact at L and I?

- Strongly agree ..... 1  
 Somewhat agree ..... 2  
 Somewhat disagree ..... 3  
 Strongly disagree ..... 4  
 Don't know - DO NOT READ ..... 5  
 Refused - DO NOT READ ..... 6

**Q13B**

I'd like to have a specific person or team at L and I that I can contact for information about claims, safety or any other L and I issues?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q13C**

It should be easier to find industry-specific information on L and I's website?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q13D**

L and I contacts me too often?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q14**

Let me read a few more statements relating to communications between employers and L and I. Would you agree or disagree that...

Continue .....	1 D
----------------	-----

**Q14C**

The L and I staff members that I deal with are generally knowledgeable about my industry?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q14D**

I often get inconsistent information from different L and I staff members?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q14E**

Most all Labor & Industry employees have a good attitude and are interested in helping me with whatever help or information I need?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q14F**

The major reason that employers avoid L and I is a concern that any contact could result in a future inspection or fine?

Strongly agree.....	1
Somewhat agree.....	2
Somewhat disagree.....	3
Strongly disagree.....	4
Don't know - DO NOT READ.....	5
Refused - DO NOT READ.....	6

**Q15**

Now, thinking about these five areas on which the department is focusing, how important is it to you and your organization that L and I makes efforts to...

Continue .....	1
----------------	---

**Q15A**

Prevent workplace injuries and illnesses?

Very important.....	1
Somewhat important.....	2
Not very important.....	3
Not at all important.....	4
Don't know .....	5
Refused.....	6

**Q15B**

Improve the processes involved in the workers' compensation program?

Very important.....	1
Somewhat important.....	2
Not very important.....	3
Not at all important.....	4
Don't know .....	5
Refused.....	6

**Q15C**

Reduce fraud and abuse in workers' compensation?

Very important.....	1
Somewhat important.....	2
Not very important.....	3
Not at all important.....	4
Don't know .....	5
Refused.....	6

**Q15D**

Return injured employees to work as quickly as possible?

Very important.....	1
Somewhat important.....	2
Not very important.....	3
Not at all important.....	4
Don't know .....	5
Refused.....	6

**Q15E**

Communicate more effectively with employers?

Very important.....	1
Somewhat important.....	2
Not very important.....	3
Not at all important.....	4
Don't know .....	5
Refused.....	6

**Q16**

Given the nature and needs of your particular organization, how would you rate L and I on their performance in these areas. Base your rating on experience or on what you've heard or read. We're looking for overall impression. Please use a 1-5 scale where 5 means "L and I is doing an excellent job" and 1 means "L and I is doing a very poor job." You may use 1, 5 or any number in between. First. ..

Continue ..... 1

**Q16A**

Preventing workplace injuries and illnesses?

Doing a poor job.....	1
2.....	2
3.....	3
4.....	4
Doing an excellent job.....	5
Don't know .....	6
Refused.....	7

**Q16B**

The processes involved in the workers' compensation program?

Doing a poor job.....	1
2.....	2
3.....	3
4.....	4
Doing an excellent job.....	5
Don't know .....	6
Refused.....	7

**Q16C**

Combating fraud and abuse in workers' compensation?

Doing a poor job .....	1
2 .....	2
3 .....	3
4 .....	4
Doing an excellent job .....	5
Don't know .....	6
Refused .....	7

**Q16D**

Returning injured employees to work as quickly as possible?

Doing a poor job .....	1
2 .....	2
3 .....	3
4 .....	4
Doing an excellent job .....	5
Don't know .....	6
Refused .....	7

**Q16E**

Communicating effectively with employers?

Doing a poor job .....	1
2 .....	2
3 .....	3
4 .....	4
Doing an excellent job .....	5
Don't know .....	6
Refused .....	7

**Q17**

Where do you get information about Labor &amp; Industries? Please say yes or no as I read this list...

Personal contact with L and I staff .....	01
L and I Newsletters or other publications .....	02
L and I website .....	03
A trade or professional association .....	04
People in our industry, other than an association .....	05
Friends and acquaintances outside my industry .....	06
Or any other source (SPECIFY:) .....	97
Don't know - DO NOT READ .....	98
Refused - DO NOT READ .....	99

**Q18**

In general, how do you prefer receiving information, would you say...

By telephone .....	01
Through the website .....	02
Through e-mail .....	03
Regular mail .....	04
Fax .....	05
Or some other way (SPECIFY:) .....	97

Don't know - DO NOT READ.....	98
Refused - DO NOT READ .....	99

## Q19

Labor and Industries has several Newsletters and e-mail news sources to keep you informed. You indicated earlier that you see or receive a newsletter.

Continue .....	1
----------------	---

### Q19A ASK IF Q4H DOES NOT=1 OR Q17 DOES NOT=02

Do you see or receive any newsletters, from L and I itself, either on-line or in the mail?

Yes.....	1
No .....	2
Don't know .....	3
Refused.....	4

### Q19B ASK IF Q4H=1 OR Q17=02 OR Q19A=1; ASK THOSE WHO RECEIVE NEWSLETTERS

What L and I newsletters do you receive?

The one that comes with the billings .....	01
Focus on Reform .....	02
L and I Accomplishments.....	03
General: "Director's Office" mention .....	04
Electrical Contractor "Currents"/ policies, rules, training .....	05
Boiler Contractor/policies, rules, training.....	06
Elevators/policies, rules, training, licensing .....	07
Apprenticeships/news, hearings .....	08
General: contractors' training, rules, programs .....	09
WISHA video library newsletter .....	10
WISHA hazard alerts, emerging safety/health issues .....	11
WISHA policy changes .....	12
General WISHA, safety-related.....	13
Quarterly reports/tax return .....	14
Other (SPECIFY:) .....	97
Can't recall/Don't know .....	98
Refused.....	99

### Q19D ASK IF MULTIPLE NEWSLETTERS LISTED IN Q19B

Which one is most useful to you?

The one that comes with the billings .....	01
Focus on Reform .....	02
L and I Accomplishments.....	03
General: "Director's Office" mention .....	04
Electrical Contractor "Currents"/ policies, rules, training .....	05
Boiler Contractor/policies, rules, training.....	06
Elevators/policies, rules, training, licensing .....	07
Apprenticeships/news, hearings .....	08
General: contractors' training, rules, programs .....	09
WISHA video library newsletter .....	10
WISHA hazard alerts, emerging safety/health issues .....	11
WISHA policy changes .....	12
General WISHA, safety-related.....	13
Quarterly reports/tax return .....	14
<q19b:o> RERECORD IF CHOSEN .....	97



Can't recall/Don't know .....	98
Refused .....	99

**Q20**

Does your company have employees in other states?

Yes.....	1
No .....	2
Don't know .....	3
Refused .....	4

**Q21**

Does your company use a third party administrator for handling claims?

Yes.....	1
No .....	2
Don't know .....	3
Refused .....	4

**Q22**

How many years have you, yourself, had experience with L and I in Washington?

Under 5 .....	1
5-9.....	2
10-19.....	3
20 years or more .....	4
Don't know .....	5
Refused .....	6

**Q23 ASK IF Q3=1 OR 2**

Earlier you said that others in your company may participate in decisions regarding L and I.

What are the titles of the other people in your company who also work with L and I?

Owner/President/CEO .....	01
Head of Finance/CFO .....	02
General Manager/Operations Manager/COO .....	03
Vice President.....	04
Accountant/Controller .....	05
Personnel/HR Manager.....	06
Bookkeeper.....	07
Safety Officer .....	08
Office manager .....	09
Other (SPECIFY:) .....	97
None/I'm the only one.....	00
Refused .....	99

**Q24**

Finally, if you could suggest one improvement or change that would increase your satisfaction with the relationship you currently have with L and I, what would that one suggestion be?

Too many codes/Rules/Regulations.....	01
Ergonomics - too many rules/regulations –	
SPECIFIC ERGONOMIC MENTION.....	02
Lower/reduce rates/taxes .....	03
One person to contact/make contact easier .....	04
Faster service, increase efficiency .....	05
Investigate fraud/fraud related .....	06
Better/more communication .....	07
None/all okay.....	00
Consistent/increased information .....	08
Distrust of L&I's loyalty to employer/Fear of L&I.....	09
Need employees that understand our business/industry .....	10
Get employees back to work quicker.....	11
More user-friendly website/better online forms/	
update website/emails.....	12
RECORD COMMENTS .....	97
Don't know .....	98
Refused.....	99

**GENDR**

Male.....	1
Female .....	2

**INT01**

That concludes my questions. Thank you very much for your time and cooperation.  
Completed Interview .....

01

Sample Weights**Population**

Company Risk Level	Company size			Total
	4-9 employees	10 - 49 employees	50+ employees	
High Risk	4,940	1,537	188	6,665
Med/Low Risk	24,643	7,457	1,694	33,794
	29,583	8,994	1,882	40,459

**Completed Surveys**

Company Risk Level	Company size			Total
	4-9 employees	10 - 49 employees	50+ employees	
High Risk	177	202	27	406
Med/Low Risk	183	182	31	396
	360	384	58	802

**Factor**

0.01982

**Combo weighting**

	Weight	n	weighted n
RiskR=1 High/FTES=1 4-9	.55324	177	98
RiskR=1 High/ FTES=2 10-49	.15083	202	30
RiskR=1 High/ FTES=3 50+	.13802	27	4
RiskR=2 or 3 Med-Low/ FTES=1 4-9	2.66933	183	488
RiskR=2 or 3 Med-Low/FTES=2 10-49	.81218	182	148
RiskR=2 or 3 Med-Low/ FTES=3 50+	1.08321	31	34
			802

